

*This envelope
and its contents
constitute pamphlet No. 20*

Suggestions for **Rotary Club Committees**

To the Club President:

This envelope contains suggestions for your various Rotary Club committees. It is sent to you in loose-leaf form to help you in making your committee appointments. For suggestions on how to use this material, see first page of Section A, enclosed.

This Envelope Contains:

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| A. Appointment of Rotary Club Committees | L. The Public Information Committee |
| B. The Club Assembly | M. The Club Publication |
| C. Club Finances | N. The Sergeant-At-Arms |
| D. The Rotary Program | O. Vocational Service |
| E. Club Service | P. Community Service |
| F. The Classifications Committee | Q. The Boys Work Committee |
| G. The Membership Committee | R. The Crippled Children Committee |
| H. The Fellowship Committee | S. The Rural-Urban Acquaintance Committee |
| I. The Attendance Committee | T. The Youth Service Committee |
| J. The Program Committee | U. The Student Loan Fund Committee |
| K. The Rotary Information Committee | V. International Service |

APPOINTMENT OF ROTARY CLUB COMMITTEES

THE president can make his year successful through the strength of the committees he appoints. Various suggestions to help the new president when he makes these appointments will be found in Pamphlet No. 8, "The Rotary Club President," and also in "Eight Essentials of Efficient Committee Work" (see next two pages).

How to Use This Information:

1. Read carefully the four sections marked "For the Club President."
2. Select from the other sections those which describe the committees your club by-laws require you to appoint.
3. A careful reading of these sections will help you to decide which members are best fitted to act as chairmen of the different committees.
4. Use the appropriate sections when you talk to the men you appoint, and hand to them when they accept the appointment. The section for each committee contains enough information so that the committee can begin its work at once and can function for some time. Each section suggests additional available material which will be sent by the secretariat **ON REQUEST**.
5. You may obtain an additional copy of this pamphlet (No. 20) from the secretariat—also current lists of supplementary papers containing suggestions for committee activity, based on the experience of Rotary clubs.

EIGHT ESSENTIALS OF

1. **Make committee appointments on the basis of indicated interest and capacity for leadership and initiative.**

In general, each individual in this world can find the time to do the thing he really wants to do. Prior to appointing the committees the president-elect should ascertain the interests of the members. Every committee appointment should be based on an indicated willingness on the part of the individual to work on the committee.

2. **Provide each committee with definite instructions.**

Merely appointing a committee and then "turning it loose to sink or swim" will seldom produce a maximum of committee efficiency. It is the responsibility of the president and board to see that each committee chairman has a thorough understanding of the functions of his committee. Helpful material for each standard committee of a Rotary club is available upon request from the secretariat of Rotary International.

3. **Have committees meet regularly—starting and stopping on time.**

A meeting is called. The new committee member is all pepped up to attend the meeting and to contribute something. If the chairman is not present a few minutes before the appointed hour and if the meeting is not called at the time scheduled, he is wasting just so much time. If, furthermore, after the meeting is called, the committee just sits around and doesn't do very much, he is wasting more time. He begins to think he might utilize his time to better advantage. Therefore, there should be a regular time for the standing committees to meet; the chairman should be present several minutes before the appointed hour; he should call the meeting exactly on time and then proceed in a businesslike way to the work of the committee.

4. **Have the committee function according to an efficient and prearranged plan of procedure.**

It is important that each committee have something definite to do each time it meets. It should proceed to do it with regularity and efficiency. The president may assist by outlining, from time to time, certain things he would like to have discussed and reported by the committee.

EFFICIENT COMMITTEE WORK

5. Provide each committeeman with an opportunity to participate in the deliberations of the committee and subsequently in the work of the committee.

Men learn to serve by serving. No committee should be so large that every member is not given an opportunity to do something in accordance with the terms of reference of the committee.

6. Have the committee meet in congenial surroundings with sufficient time for its deliberations.

Except in emergencies, the calling of a committee together in one corner of the room following the luncheon will tend to minimize the importance of the decisions and bring about a corresponding decrease in enthusiasm for the project on the part of the committee members.

7. Let the committee have a real purpose and feel that it has an essential part in the progress of the entire organization.

To have a committee merely in order to record its name on paper is ineffectual. Every committee should have something to do. It should proceed to do it with regularity and efficiency and the results of the committee action should be made known to the board of directors of the club and consideration given to its proposals. Those that are approved should be referred to the proper body to be put into action.

8. Hold frequent and regular meetings of the club assembly.

While each committee has a particular function to perform, a smooth-working machine is possible only through co-ordination of activity. The club assembly—meeting of the president with the board of directors and committee chairmen—affords opportunity for exchange of ideas and prevents overlapping of effort.

ADDITIONAL COMMITTEE MATERIAL

These Suggestions for Rotary Club Committees contain sufficient information so that each committee can get its work under way at once without further material.

As the year progresses, however, the committees may want additional material. Some of the many available papers are mentioned in the appropriate committee descriptions. All of the available papers are catalogued in complete lists, which are revised frequently. These lists are as follows:

File No. 200—List of Club Service Material

File No. 500—List of Vocational Service Material

File No. 600—List of Community Service Material

File No. 650—List of Boys Work and Youth Service Material

File No. 700—List of International Service Material

Form No. 1063—List of Playlets

For the Club President

THE CLUB ASSEMBLY

a Way to Put Rotary in High Gear

ONE of the points of strength in the Rotary movement is that each year nearly all officers (club, district and international) are changed. New blood, new points of view and abilities, and new determination to carry on, are some of the valuable results. If there is any weakness about this policy, it is that each year, to a certain extent, a new start has to be made.

This starting process may be compared to putting an automobile in motion. It begins with the international assembly where the directors of R.I. and the district governors nominee come together "to confer and to plan cooperatively the work and activities of R.I. and its member clubs." Using the figure of an automobile, this is low gear, the first application of power which puts the car in motion.

Returning from the international assembly and convention, each district governor conducts a district assembly in which, with the club presidents and secretaries, he plans the program for the district. This is like "putting it in second," increasing both speed and smoothness of operation.

But it remains for the club president to "put it in high," and the club assembly is usually the best medium. (The club assembly consists of the officers, directors and committee chairmen.)

Appointments

Soon after his election the president appoints committees and makes certain that each chairman is supplied with such literature and other material from the secretariat as will enable him to understand the responsibility of his

committee and to formulate tentative plans for discharging that responsibility. One or more informal meetings of the new officers, directors, and chairmen, may be desirable at the beginning of the club year (1 July) or even before. This will prevent a lack of direction during the early weeks of the new club year. However, definite planning of the program for the year should be taken up after the district assembly. The general plan should then be formulated by the club aims and objects committee. Ways and means of carrying out the plan are discussed in the club assembly, which consists of the officers, directors, and chairmen of all club committees. Following is a suggested program for this first meeting of the club assembly after the district assembly.

Program for First Meeting of Club Assembly

1. Reports by the president and secretary regarding policies, objectives, and plans discussed at the district assembly. These will have to do with such topics as: organizing new clubs within the district, promotion of the Rotary Foundation, the coming district conference and international convention, such projects as institutes of international understanding, essay contests, intercity meetings, etc.
2. Presentation of the general plan formulated by the club aims and objects committee.
3. Comments and questions by each committee chairman growing out

of his efforts to date and his plans for carrying out his share of the plan outlined by the club aims and objects committee.

4. General discussion as to what, if any, changes in this plan are desirable.
5. Explanation by the president as to material available at the secretariat and reports by committee chairmen as to whether they have sent for it.
6. Decision as to frequency of club assemblies and tentative date for the next one. (One such assembly ought to come at the time of the governor's official visit to the club. Others may be held monthly, quarterly, or on call.)

Function of the Club Assembly

The board of directors is the governing body of the club. Its responsibilities include administration, finance, and program. On matters of program and activities it looks to the aims and objects committee as a planning body, and to the club assembly as a consulting council in regard to putting the plan into action.

A regular monthly meeting of the club assembly helps the president to keep in close touch with the progress of the various committees and to ascertain how the plans made by the aims and objects committee and approved by the board are being executed. It also enables the president to curb activities which appear to be absorbing an undue proportion of the club's interest in comparison with that devoted to other activities. Thus, the president is better able to keep the club on an even keel, both as to internal functioning and club activities in general.

Another desirable result of regular meetings is the stimulation to thought and activity which grows out of the general and more or less informal discussion of club affairs which character-

izes the club assembly. Perhaps the greatest advantage of regular meetings, however, is the resultant strengthening of the morale of committee chairmen. One who notes the serious and constructive way in which activities are discussed inevitably looks upon his own responsibility as head of his committee with an added inspiration to do the best he can. Participation in the general discussion also broadens his perspective and clarifies his view of his own work.

Elements Contributing to Success

Regardless of the size of the club certain features of club assemblies are important to their success.

1. *Coordination*—An understanding by each member of the club assembly of the whole plan for the year and a common purpose to make the work of each committee contribute to the realization of the plan will do much toward strengthening both committee and club efforts.
2. *Place and Time of Meeting*—When possible it is desirable to hold the club assembly as an evening meeting in the home of a member. The comfortable surroundings of a home make for fellowship; an evening meeting allows ample time to discuss the business in hand.
3. *Topics for Consideration*—Care should be taken to differentiate between topics appropriate for consideration by a committee and those pertinent to consideration by an inclusive group like the club assembly. The latter must be of a more general character—for example, "How can programs further the best interests of the club?"—not "What program shall we have next week?"
4. *Written Reports*—Whenever reports from committees are expected (and it may be desirable

to have reports from certain committees) it is best to have them in writing. Such advance preparation enables the one reporting to communicate his message in a clear and concise form.

Other Meetings of the Club Assembly

At each meeting of the club assembly subsequent to the first official meeting, the president may desire to have a brief report from each member of the assembly, or he may prefer to select two or three items of major interest for presentation and discussion. Such a selection may be made from the following list which is not exhaustive, but indicates the type of subjects appropriate for such consideration.

Topics Relating to Club Service

The need of good organization and morale in the club to give maximum backing to community and national service projects.

The influence of programs on attendance, on getting new members, on the club's standing in the community, on furthering club objectives, etc.

The Rotary club as a cross-section of the business and professional community—classification and membership questions.

Fellowship as an end in itself and as a means to other ends such as contacts with visiting Rotarians and other guests—information about business, civic, social, and national or international problems.

Rotary information—acquainting both members and the public with pertinent facts about the history, growth and program of R.I.

The club publication as an organ of the whole club.

Topics Relating to Vocational Service

A Rotarian spends more time in the area where vocational service may

be practiced than in any other area, and yet it is said he understands vocational service less than the other services. Some proposals for correcting this situation.

The effect of wartime conditions on the practice of high standards in business.

Descriptions of the vocational service score card, the four-way test, etc., and their possible uses.

Topics Relating to Community Service

Community service activities which contribute to national welfare.

New "national service" activities in which the club might engage.

Some projects under consideration, such as—Boys and Girls Week, Student loan fund, a community survey, etc.

Topics Relating to International Service

Ways in which international service can be practiced during wartime.

Some plans under consideration, such as—an institute of international understanding, a high school essay contest, relations with students and others in the community who come from other countries.

Miscellaneous Topics

Service our club can render in organizing new clubs in our vicinity.

Ladies' night

Intercity meetings

Relations with other organizations in the community (service clubs, chamber of commerce, patriotic organizations, etc.)

"The Rotarian" and "Revista Rotaria"—their usefulness to individual Rotarians and to the various committees; passing on to others to read; subscriptions for the library and the high school.

CLUB FINANCES

In the by-laws which the board of directors of R.I. recommends for club adoption there appears in Section 5 of Article X the statement that at the beginning of each fiscal year the (club) board of directors is to prepare or cause to be prepared a budget of estimated expenditures for the year, which, having been agreed upon by the board, shall stand as the limit of expenditures for the respective purposes unless otherwise ordered by the action of the board.

It is not necessary to have a special finance committee unless the club by-laws prescribe one. However, some clubs do have such a committee whose duty is to prepare the budget for presentation to the board of directors and to cooperate with the board and the club treasurer in seeing that the budget which the board adopts is carefully observed.

The adoption of a budget for handling club finances is the best protection a club can have against financial difficulties. It protects against over-enthusiastic expenditures on the part of any one committee. Furthermore, it guards against the club obligating itself beyond its means. The budget plan is an accepted part of practically every modern business and for that reason should appeal particularly to Rotarians who are the business leaders in the community.

In preparing the budget at the beginning of the year, there is danger of over-estimating the income and, in turn, letting expenses run too high. Be conservative in setting aside amounts for club activities. Plan to show a favorable balance at the end of the year. Then work the plan. The cost of membership to the individual should be low enough to permit participation by men of average means.

Appropriations from the club treas-

ury should be made only upon action of the board of directors of the club.

Many club budgets are prepared as follows:

INCOME

First estimate the income which will probably be received during the year in order to determine the amount available for expense appropriations. The sources of income are principally dues and admission fees.

ORDINARY EXPENSES

Per Capita Tax and Subscriptions to "The Rotarian" (or other magazines):

The computation of these amounts is fully explained in the by-laws of Rotary International, under Article XIII, Sections 1, 2 and 3, and Article XVI, Section 6.

International Convention: Some clubs pay all of the traveling cost of their delegate(s), one of whom very frequently is the incoming club president. Others pay only a portion.

District Conference: In compact districts a club often appropriates only a very small sum toward the conference expenses of its delegates; in others a substantial appropriation is granted.

District Assembly. It is customary in many clubs to reimburse the president and secretary for traveling expenses incurred in attending this meeting.

Secretary's Office: The expenses which should be provided for under this heading will depend almost entirely upon the size of the club and the manner in which the work of the secretary is handled. A review of the expenses for previous years will suggest the items which should be listed. These may include such items as equipment, printing and stationery, salaries, post-

age, telephone, telegraph, rent, badges, etc.

If the publication of the club bulletin is handled through the secretary's office, the appropriation for this may be included under this heading. If the publication is handled by a separate committee, it may be advisable to establish a separate heading "Club Publication," and in the appropriation provide for stock, printing or mimeographing, postage, etc.

Committees: Fix the amount which your club authorizes each committee to spend and notify the chairman of the amount available. This avoids misunderstanding on the part of the committee chairmen as to how much of the club's funds they may spend in connection with their activities.

MISCELLANEOUS EXPENSES

Luncheons and Dinners: The expenses of an invited guest and his lady should be taken care of by the club. This does not mean the visiting Rotarian who comes for attendance credit and to enjoy the fellowship of the club. He understands that he is to pay for his own meal.

Many clubs have followed the practice of collecting from their members a trifle more than the actual cost of the luncheon to meet the expenses of guests.

Contributions—Charitable and Civic: The amount which the club intends to spend for these items should be definitely fixed in advance. Ill-advised contributions may cause financial embarrassment to a club. A club that operates on a budget* basis can gracefully say "no" to appeals for contributions.

Other items which might be considered for budgeting include: flowers, road signs, music, ladies' nights, gifts to retiring officers, bank charges, district fund, tips.

Contingent Fund: The budget should, if possible, provide for a small emergency fund from which extraordinary expenses may be authorized by the board of directors of the club.

If difficulty is experienced in drawing up a suitable budget, ask the district governor for suggestions or for the names of clubs in similar circumstances that have budgets.

The secretariat of R.I. will gladly furnish additional information concerning this vital subject, gratis.

IMPORTANT

The Board of Directors of R. I. recommends that each incoming club president make it his business to see that club funds are handled in a businesslike manner. The board specifically urges:

1. That the incoming president insist on an audit being made of the books before he takes over the responsibility of the office.
2. That he arrange for a counter-signature on all disbursement checks.
3. That he make provision for periodic financial reports to the membership.

For the Club President or
the Aims and Objects Committee

The Rotary Program

Institutions, like people, are known for what they do. What Rotary clubs and Rotarians undertake to do is called the Rotary program. If the clubs and their members perform that program well, Rotary as an institution will be well and favorably known. It is the purpose of this pamphlet to help Rotary clubs and Rotarians to such an understanding of Rotary and its program that good performance will result.

What Rotary Is

Rotary is the organized body of Rotary clubs and Rotarians, the spirit which animates them, the principles and practices and precedents which guide them, the objects of service they seek to encourage and foster. In brief, Rotary is "a world fellowship of business and professional men united in the ideal of service." A Rotarian must be a man of personal character and recognized standing in his business and community and, since the ideal of service means thoughtfulness of and helpfulness to others, he must have a willingness and an ability to serve others in his many relationships.

The Rotary Club

Rotary is organized on the basis of one Rotary club in each community (i.e., a city, town or locality with common business interests). In each club, the basis of membership is one man from each distinct business or profession within the community and he must hold an executive position. This is a restrictive provision, it is true, but it produces an inclusive, not exclusive, membership for it makes possible the recognition of all useful occupations.

It enables the club to be a true cross-section of the business and professional life of the community. It develops fellowship based on diversity, not similarity of interest (the grocer meets the doctor; the banker, the printer; the manufacturer, the haberdasher; etc.). It prevents the predominance of any one business or professional group. It furnishes an atmosphere free from the restraints that might prevail in the presence of competitors. The club is intended to be really a club—a body of men who are knit together in bonds of personal friendship.

Weekly Meetings

Rotary clubs hold their meetings weekly, usually in connection with a luncheon or dinner; and regular attendance (a minimum of 60 per cent of the meetings in each six months of the fiscal year) is one of the statutory conditions of membership in the club.

Nothing in the principle of selective membership means the exclusion of business rivalry in order to afford non-competitive opportunity for business. Rotarians are specifically forbidden to attempt to use the privilege of membership for commercial advantage. The honor of the movement in this partic-

ular respect is jealously guarded by the general body of members.

The World-Wide Movement

Every Rotary club is a member of Rotary International—the world organization which grants it a charter. Thus each club is related not alone to its community, but to the whole world. The Rotary club whose vision is limited to the locality from which it takes its name is only half a Rotary club, if that. And so it is with the individual Rotarian. Rotarians have the right of entree into any Rotary club meeting in the world and the privilege of acquaintance and opportunity of fellowship with every other Rotarian. Rotary is no more an institution for the narrow-minded nationalist than it is for the merely self-seeking businessman. The Rotarian and the club to which he belongs must have their windows open towards the whole world.

Rotary membership offers rich opportunities for growth in the direction of international understanding and good will to the ordinary businessman in any town, large or small. There are many men who have to thank Rotary for opportunities which, but for it, would never have come their way: opportunities for travel, for contacts, for friendships with men in other countries, which have given them a breadth and a warmth of vision and understanding to which otherwise they never could have attained.

Friendly Atmosphere

Rotary brings together in an atmosphere of personal friendship, men of many races and of various religious faiths and political beliefs. Its bond is

fellowship toward a common end, despite all individual differences regarding means to that end. Each Rotarian is expected to be faithful to his religion and loyal in his citizenship.

Rotary cultivates understanding and cooperation by emphasizing common interests while avoiding commitment on partisan measures or activities on which men are so often divided.

The Field of Opportunity

Rotary expects and encourages Rotarians to serve as individuals in whatever ways and places they find opportunity. Because the Rotarian is a business or professional man, he is urged to serve by making his business not merely the basis of his livelihood, but also his way of living a good life—of serving his fellow men unselfishly.

Moreover, he is expected to make use of his opportunities for service in his business or residential community. Since business throughout the world is interdependent, he has an opportunity in cooperation with other Rotarians in his vocation to improve business conditions through the advancement of understanding and good will and higher standards in business. Likewise he has his opportunity as a member of an international fellowship to seek to better world conditions in general.

The Objects of Rotary

The Rotary movement really has but one object—the acceptance by everyone of the ideal of service, which is thoughtfulness of and helpfulness to others in every human activity. However, Rotarians often consider as objects four particular opportunities for the expres-

sion of the basic object. The four opportunities are called:

Club Service, meaning service to and within one's club.

Vocational Service, meaning service in and through one's business or profession.

Community Service, meaning service to one's community and those within it.

International Service, meaning service in the development and maintenance of friendly and mutually beneficial international relations.

Carrying Out the Objects

Fundamentally, Rotary International and its member Rotary clubs are an organization for the stimulation and development of the business or professional man who is in sympathy with its objects. These objects and the methods by which they are carried out are as follows:

Its Objects

The objects of Rotary are to encourage and foster the ideal of service as a basis of worthy enterprise and, in particular, to encourage and foster:

1. The development of acquaintance as an opportunity for service;
2. High ethical standards in business and professions; the recognition of the worthiness of all useful occupations; and the dignifying by each Rotarian of his occupation as an opportunity to serve society;
3. The application of the ideal of service by every Rotarian to his personal, business and community life;
4. The advancement of international understanding, good will, and peace through a world fellowship of business and professional men united in the ideal of service.

Its Methods

Rotary operates in its member clubs through four major committees, whose work is planned, supervised and coordinated by the aims and objects committee. These committees are:

1. Club Service—promoting acquaintance, building up membership, developing understanding of Rotary objects, training for service.
2. Vocational Service — stimulating members to demonstrate in and through their business and professional contacts those attitudes of thoughtfulness and helpfulness which express the ideal of service.
3. Community Service — encouraging the members, individually and collectively, to participate in those community enterprises for which they are best fitted in order to advance civic, educational, moral, and physical welfare.
4. International Service — promoting understanding of international relations and intelligent good will toward all nations as an essential preliminary to world peace.

The Aims and Objects Committee

Experience shows that a Rotary club is strongest when its program is well balanced, that is, when no one phase of activity absorbs an undue amount of attention. To have a well-balanced program, there must be some plan of operation. Since the Rotary program is organized in four distinct channels (club service, vocational service, community service, and international service) it is desirable that one body should survey and coordinate these different activities. That body is known as the aims and objects committee, and every club president should set up such a committee.

In brief, the aims and objects committee, with the approval of the board, gives general supervision to the planning of the year's programs, so that they are coordinated and well balanced and cover thoroughly all phases of Rotary activity.

Relation to Board of Directors

A club requires an aims and objects committee as well as a board of directors. The work of the two groups is complementary, and there will be no friction if it is clearly understood that the aims and objects committee is responsible to the board of directors and that all its activities must have the approval of the board.

Personnel of Committee

The president and the secretary of the club, with the chairmen of the club service, vocational service, community service and international service committees (four subsidiary committees which should be set up at least in the

larger clubs to deal with the separate branches of work) make up the aims and objects committee. The club president and secretary serve as chairman and secretary of the committee, keeping the board of directors at all times in contact with the work of the committee and keeping the committee at all times informed of the wishes of the board.

The chairman of each associated committee of the aims and objects committee should realize that, in addition to his duties as chairman of his committee, he is also a member of the aims and objects committee and, as such, should keep in mind its broad responsibility in regard to the whole Rotary program.

The board looks to the aims and objects committee to see that each of its associated committees is functioning as it should, thus affording the board more time to devote to the problems of administration.

In a Small Club

In a small Rotary club it may be advisable to appoint club directors as members of the aims and objects committee and as chairmen of the associated club service, vocational service, community service and international service committees, the president serving as chairman of the aims and objects committee. In some small clubs additional members of the associated committees may not be required. However, members of the club may be appointed as subcommittees, particularly in club service and community service. At all times the development and accomplishment of a well-balanced program for the year should be the objective and

such committee appointments as necessary made with that purpose in mind.

How Many Committees?

Although the recommended by-laws for a Rotary club give in detail the committees which are recommended for the club by Rotary International, the number of committees may be determined by each club in the light of its own situation. Any club is at liberty to increase or to decrease the number of these committees, if it considers that advisable. See pages 6 and 7 for committee organization charts.

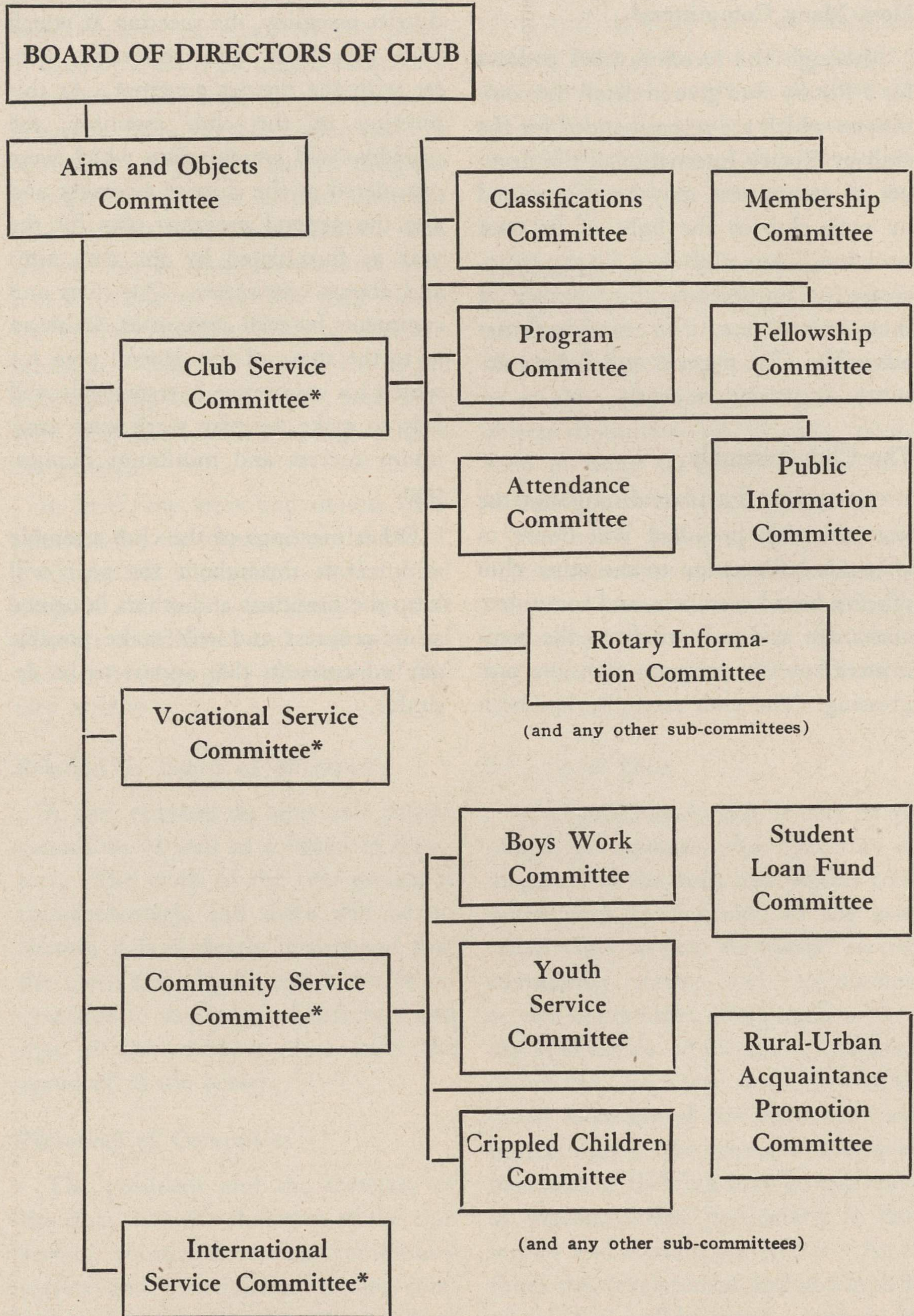
The Club Assembly

On various occasions throughout the year the club president will desire to transmit information to the other club officers, board members, and committee chairmen, and to learn from the committees how the program plans are progressing. The club assembly has been

found to be the best medium for this purpose. One meeting of the club assembly should be held immediately after the district assembly, the meeting at which club presidents and secretaries confer with the district governor. At this meeting of the club assembly, the president will present plans which were considered at the district assembly and also the general program plan for the year as formulated by the club aims and objects committee. Questions and comments by each committee chairman as to the share of the general plan for which his committee is responsible will help to make the plan work with maximum success and minimum duplication.

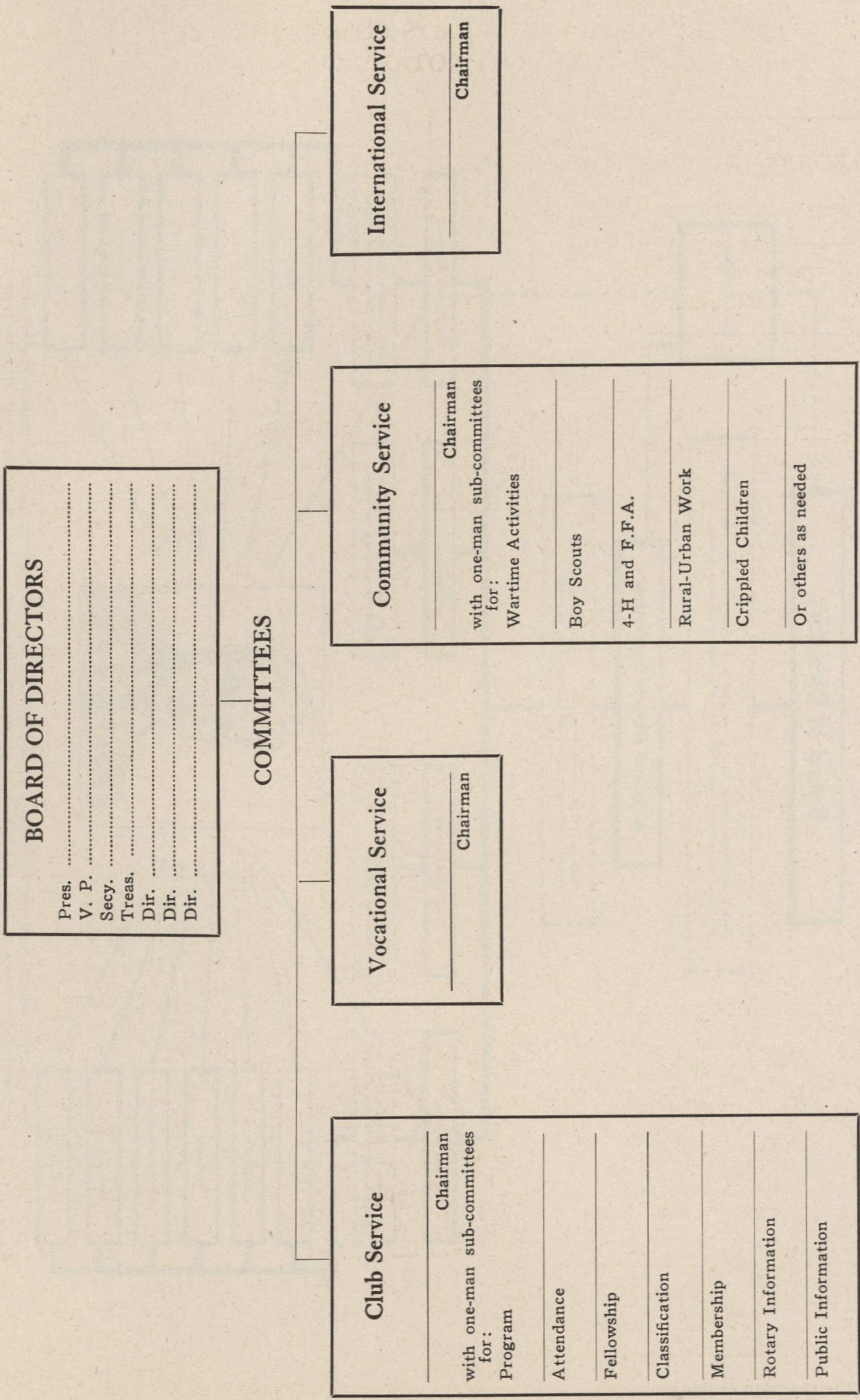
Other meetings of the club assembly at intervals throughout the year will keep the president and others informed as to progress and will make possible any adjustments that appear to be desirable.

AIMS AND OBJECTS COMMITTEE PLAN IN A ROTARY CLUB



*The chairman of this committee is a member of the aims and objects committee.

A SUGGESTED COMMITTEE PLAN FOR SMALL ROTARY CLUBS



BOARD OF DIRECTORS

Pres.

V. P.

Secy.

Treas.

Dir.

Dir.

Dir.

Club Service

Chairman _____

with one-man sub-committees for:

Program _____

Attendance _____

Fellowship _____

Classification _____

Membership _____

Rotary Information _____

Public Information _____

Vocational Service

Chairman _____

Community Service

Chairman _____

with one-man sub-committees for:

Wartime Activities _____

Boy Scouts _____

4-H and F.F.A. _____

Rural-Urban Work _____

Crippled Children _____

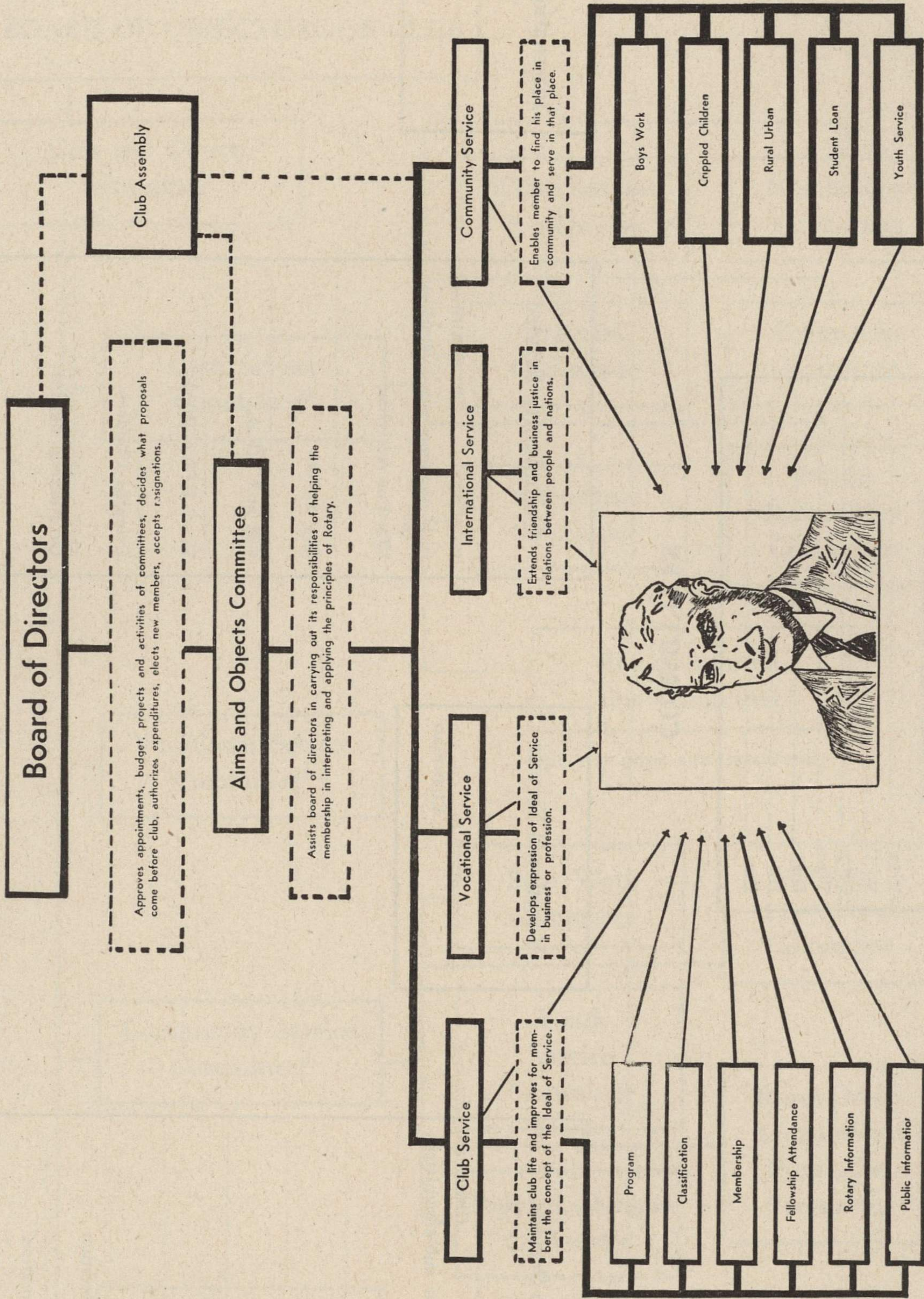
Or others as needed _____

International Service

Chairman _____

The vice president is usually chairman of the club service committee and each of the three directors is chairman of one of the other three committees.

THE FUNCTIONAL ORGANIZATION OF A ROTARY CLUB



The weekly programs and the activities of a Rotary club are designed to train the individual Rotarian so that thoughtfulness and helpfulness to others (the ideal of service) will direct his attitudes and his actions in his club, in his business or profession, in his community and in his relationships with people of other nationalities.

To.....

Chairman

CLUB SERVICE

(Service to and within One's Club)

What Is Club Service?

To understand "club service" one must know that service to and within one's club means that a Rotarian will be thoughtful of and helpful to others by

being present at its meetings,
participating in its fellowship,
taking part in its programs,
assisting in welcoming new members,
serving on committees,
serving as an officer,
paying his dues,

representing the club in other activities, which while not performed within club meetings are not classified under any of the other three "services" (vocational, community and international), such as:

informing non-Rotarians as to the objects of Rotary,

visiting and perhaps speaking at meetings of other Rotary clubs,

attending intercity meetings,

attending district assemblies or district conferences, or regional conferences, or international conventions,

representing his club in the organizing of new clubs.

Function of the Club Service Committee

The function of the club service committee is to coordinate the above oppor-

tunities for service to and within the club so that they will appeal to each member. As shown by the diagram on page 6, the usual subdivisions of the club service committee's function are classifications, membership, fellowship, attendance, program, Rotary information, and public information. Others may be added as needed. These functions may be performed by individuals who make up the club service committee or by sub-committees whose chairmen constitute the club service committee. In either event, the important things to keep in mind are that all these functions need thoughtful attention, and that they need to be coordinated.

In a large club, a sub-committee may be desirable for each of the functions—classifications, membership, etc. Under such circumstances the principal, and perhaps the only, activity of the club service committee is to supervise and coordinate the work of these sub-committees so that each phase is given due emphasis, and that no phase is stressed at the expense of others.

In a medium-sized club, a few sub-committees are desirable. In such a club, the club service committee has a dual task. One duty is to coordinate the activities of the sub-committees that have been appointed; the other is to direct such other phases of club service as have not been designated for the special attention of sub-committees.

In a small-sized club, it has been found advisable to have one man sub-committees for each of the following phases of club service work—attendance, fellowship, membership, classifications, program, Rotary information, and public information. These, together with the chairman, will constitute the club service committee. While each man is responsible for only one phase of club service the committee should get together occasionally as a whole to coordinate their efforts and thus to prevent overlapping.

Phases of Club Service

There are other sections containing suggestions for each of the sub-committees commonly found under club service. Since it is the duty however, of the club service committee to coordinate and supervise all of these activities, the chairman of the club service committee should be familiar with the functions of each sub-committee. The following, therefore, is a brief summary of the function and responsibilities of each sub-committee.

Attendance

Attendance is one of the requirements of membership in Rotary. Rotary emphasizes attendance because it recognizes that, in order to become and to remain a Rotarian, a member must experience the fellowship and the close contact obtained only at the weekly meetings. He must attend so that he can discuss with others the problems concerning his own and their vocations, and so that he can obtain inspiration for service to his own community and to his fellowmen in other nations.

Attendance is stressed as a means to an end. It should not be made an end in itself. The best attendance is a regular, even attendance. That can be induced by good fellowship, well balanced and interesting programs, congenial meeting place and strict adherence to time schedule. Artificial stimulation of attendance may be desirable at certain times, but at all times attendance should be considered not as an end in itself, but as a means to further the purpose and program of Rotary.

It is the duty of the sub-committee on attendance, to acquaint the members with the attendance requirements; to make a study of the causes of poor attendance and then try to remove those causes; and to urge upon the members the desirability and importance of attending club meetings, intercity meetings, district conferences and international conventions.

Attendance stimulation plans, including contests, which have been used successfully by Rotary clubs, can be obtained from the secretariat of Rotary International, upon request.

Fellowship

One of the most satisfying things a Rotarian gets out of his membership in a Rotary club is fellowship.

It is the duty of this sub-committee to see that wholehearted fellowship is developed and sustained; that it embraces not only club members, but also visitors, making them feel at home. This may involve plans for seating arrangements which will further the development of acquaintance among club members and for the reception and attention to visiting Rotarians.

Further suggestions for the fellowship committee can be obtained from the secretariat of Rotary International.

Program

The program committee is in charge of the *execution* of the program plan and gives immediate supervision to the actual presentation of the program. It should be borne in mind that it is the aims and objects committee (or, in the small club—the Board of Directors) which visualizes the year's work, plans the year's program layout, decides what percentage of the total number of meetings in a year shall be assigned to each phase of Rotary work, and designates definite dates on which specific phases of Rotary activity will be presented.

According to Article VIII, Section 2(c) of the recommended club by-laws, the program committee "shall prepare and arrange the programs for the regular and special meetings of the club, so designed and balanced as to carry into effect the plan of the aims and objects committee." It is apparent, therefore, that after the aims and objects committee has generally planned the work for the year and allotted definite dates for each phase of Rotary activity, the program committee must see to it that each Rotarian, or each Rotary club committee responsible for a program has that program ready on the date assigned. The program committee will also provide such incidental entertainment as may be necessary to make the program for the day interesting and well balanced. The program committee will have the responsibility to prepare a program for any date which may not have been specifically assigned to some

phase of Rotary activity for which there is a committee. In other words, the program committee must take the responsibility of seeing that each week's program is ready in complete form and that everything is provided for its successful operation.

"The Program Committee of the Rotary Club" (Pamphlet No. 15) and "Program Suggestions for Rotary Club Meetings" (File No. 387) contain many helpful suggestions. They can be obtained from the secretariat which also has program suggestions for special occasions and will gladly advise any club officer in regard to such programs.

Classifications

The principle of membership by classification is one of the fundamental bases of Rotary. A Rotary club should present a cross section of the business and professional life of the community. Each distinctive useful service offered to the public in the community should be represented in the club by one and only one member.

One of the first things that should be done by this sub-committee is to make a classification survey, i. e., a list of filled and unfilled classifications. All the recognized services should be listed and established as classifications. Such a survey is never final. As a community expands and its business and professional life grows, new classifications should be established. The list of filled and unfilled classifications should be kept up to date. As new classifications are established, they can be published in the club bulletin. To keep the classifications principle inviolate, proposals

for membership are limited to those who are to fill open, established classifications. An "Outline of Classifications" has been prepared as a work of reference for the general guidance of Rotary clubs. This outline is supplied to each club upon admission to membership in Rotary International.

Classification Describes Service

Each classification term used by the club should describe a service offered, not a position held. In the "Outline of Classifications" the terms for certain related services are grouped together with a general heading termed a major classification. It is recommended that a club have not more than ten per cent of its membership in classifications falling under any one of these major classification headings. "Membership and Classifications in Rotary" (Pamphlet No. 17), and other material obtainable from the secretariat of Rotary International will prove helpful in properly applying the principle of membership by classifications.

In practically all clubs—whether large or small—it is desirable to have a classifications committee to attend to that phase of club service. Article VIII, Section 2(a) of the recommended club by-laws states the duties of this committee as follows: "This committee shall make a classification survey of the community; shall compile from the survey a roster of filled and unfilled classifications using the "Outline of Classifications" as a guide; shall urge upon the members the importance of proposing names for the unfilled classifications; shall review, where necessary, existing classifications represented in the club;

and shall counsel with the board of directors on all classifications problems.'

Membership

A classification survey having been made and a list of filled and unfilled classifications having been established, the next step is to select desirable prospects to fill the unfilled classifications. This can be done by asking the club members to propose men for the unfilled classifications and then having the membership sub-committee pass on the qualifications of the men proposed.* Or, the club service committee or a sub-committee on membership can propose a man to fill the unfilled classification. When such a man has been selected and his proposal card has been approved, his application for membership should be secured. Much information concerning membership can be obtained from Pamphlet No. 17, "Membership and Classifications in Rotary." This pamphlet also lists and explains the fourteen steps in the procedure of proposing for and electing to membership.

The duties of the membership committee are described in Article VIII, Section 2(b) of the recommended club by-laws, as follows: "This committee

*Secret membership committee.—In clubs where the membership committee is a secret committee it will not be desired, of course, to have the chairman of that committee appear at the meeting of the club service committee. The president of the club, however, as ex-officio member of the club service committee, may be looked upon as representing the membership committee on the club service committee. It is through him that the club service committee will have contact with the membership committee.

shall consider all proposals for membership from the personal side and shall thoroughly investigate the character, business, social and community standing and general eligibility of all persons proposed for membership and shall report their decisions on all applications to the board of directors."

Rotary Information

The duties of the Rotary Information Committee are described in Article VIII, Section 2(e) of the recommended club by-laws, as follows: "This committee shall devise and carry into effect plans (1) to give the members, especially the new members, adequate understanding of the privileges and responsibilities of members and (2) to give the members information about Rotary, its history, objects, scope, activities."

Instructing the Prospective Member

It is highly desirable that a prospective member be informed about Rotary and the duties, obligations and privileges he will have as a member. Rotary International stresses the necessity of preliminary instruction of prospective members before they are taken into Rotary clubs, for when they are so instructed they are more easily assimilated. The committee on Rotary information should see that this preliminary instruction is given to all prospective members in a manner indicated by the aims and objects committee of the club.

"Welcome to Rotary" (Pamphlet No. 52) is especially designed for presentation to new members and can be obtained from the secretariat of Rotary International at five cents per copy.

Continuing Education

The continuous instruction of all members in Rotary principles is also the task of the Rotary information committee.

Quiz programs, forums, and "fire-side meetings" are among the plans that have been used successfully by Rotary clubs in providing Rotary information to members. Information on these and other plans can be obtained from the secretariat of Rotary International upon request.

Club Publication

Most Rotary clubs publish bulletins of various types. When well prepared, such a publication, among other things, circulates notices, furthers acquaintance with Rotary's program, records club activities, and in general serves as a medium of inspiration, information, and fellowship.

Public Information

A very important service that the club service committee must render its club is to see that the public is properly informed as to Rotary International in general and as to the local club in particular. There is nothing secret about the Rotary movement. On the contrary, Rotary's aims and objects can best be attained through the widest dissemination of the ideals and activities of Rotary International and each component club. It is desirable to have a public information committee as a sub-committee of the club service committee. The recommended club by-laws, Article VIII, Section 2(f), outline the

duties of such a committee as follows: "This committee shall devise and carry into effect, plans (1) to give the public generally information about Rotary, its history, objects, and scope; and (2) to secure proper publicity for the club in particular."

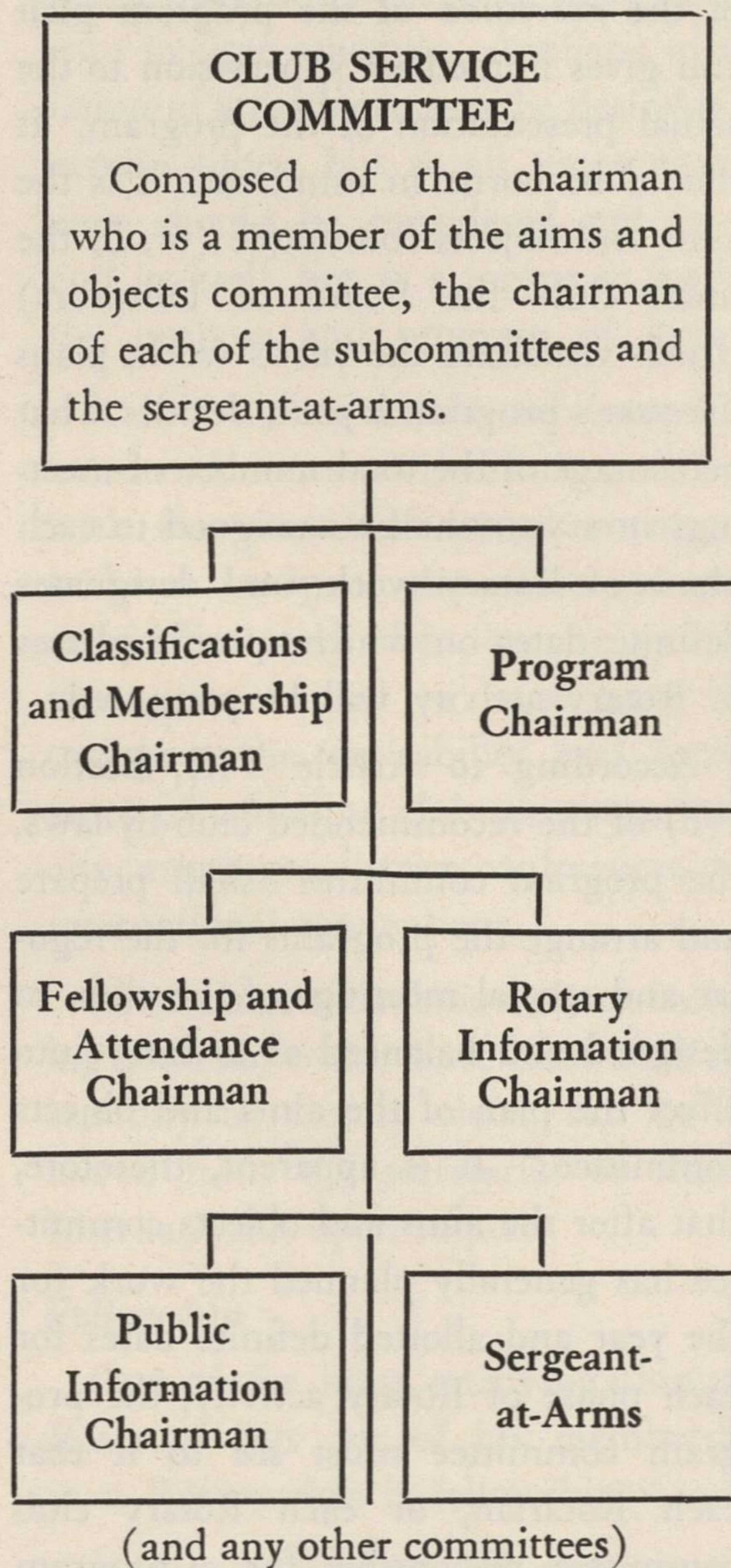
Summary

In developing a strong Rotary club, probably no group, unless it be the club officers, has a greater opportunity than the club service committee. Its responsibilities for building and maintaining a congenial, representative membership, for creating a friendly atmosphere, for arranging attractive programs, and for aiding both members and the community to a better understanding of Rotary's purpose and program are surely challenging.

Moreover, the results do not stop at the club boundaries. Rotarians who have thus learned the meaning of the ideal of service in the club itself later give it expression in their business and professional relationships, in their community contacts, and by developing a more intelligent understanding in regard to international relations. Thus has the club service committee carried out the first object—"To encourage and foster the development of acquaintance as an opportunity for service."

Organization Chart and Explanation

The chairman of the committee is usually the club vice president. The chairmen of the subcommittees are sometimes directors and sometimes other club members.



TO THE CHAIRMAN OF THE CLUB SERVICE COMMITTEE

In the secretariat is a section specializing in service to clubs in communities the size of yours. It is headed by an experienced Rotarian who is eager to serve you and your club. You are invited to discuss your club service problems with him. He can provide you with information based on the actual experience of other clubs similarly situated. Merely address your communication to Rotary International, 35 E. Wacker Drive, Chicago, Illinois.

To _____

Chairman

THE CLASSIFICATIONS COMMITTEE

(Subcommittee of the Club Service Committee)

The classifications committee is composed of a chairman (a member of the club service committee) and such other members as the needs of the local club may require. In a small club it may consist of but one member whereas in a large club it may have several members.

The work of the classifications committee is closely related to that of the membership committee and the two committees may well cooperate. Their functions, however, are distinct. Briefly, the classifications committee is concerned only with seeing that the classification principle in Rotary is correctly interpreted and applied. It is interested in the character of service offered the community by the prospect's firm; whereas the membership committee concerns itself exclusively with the personal qualifications of the individual, his position in his firm, and his standing in the community.

The classifications committee should have a copy of the Outline of Classifications, published by R.I., as a basic guide for its work. (A copy of the Outline was furnished to each Rotary club when it was formed. Additional copies are obtainable at the secretariat at \$1.00 per copy.)

The work of the classifications committee may be divided into three sections, as follows:

1. The preparation and maintenance of a classification survey of the community. (See specimen form on other side of page.) The classification survey enables the committee to tell at a glance what classifications need to be filled in order to make the club a true cross section of the business and

professional life of the community.

Complete instructions on how to establish and use a classification survey will be found on pages 8-10 of the Outline.

2. Urging upon the members the importance of proposing names for the unfilled classifications. The committee is not charged with the responsibility of obtaining new members, but should serve as the force which will stimulate an interest on the part of the membership as a whole.
3. Passing on the eligibility of proposed members—*from the standpoint of classification only*—and determining the proper classification term to be assigned to the new member.

When a new member has been proposed the board of directors refers the proposal to the classifications committee. The committee should carefully investigate the business or profession of the applicant in order

- a. to determine whether the member, if admitted, would represent in the club a business or professional service that is distinct from any represented by any of the present members;
- b. to select the open classification which will best describe the business or professional service which the proposed member's firm, organization or institution performs within the community.

The committee reports its recommendations on the proposal card to the board of directors.

Sources of Information

1. The Outline of Classifications.
2. "Membership and Classifications in Rotary" (Pamphlet No. 17) which contains the answers to many questions confronting the committee.
3. "Club Constitution and By-Laws." The secretary of the club has a copy in his files and the committee

should read carefully Article III of the standard club constitution.

4. "Manual of Procedure." Obtain copy from the club secretary, and read the pages on Classifications.
5. The secretary of R.I. *cannot* make "rulings" on classification matters within a club, but a letter explaining a classification question will be given careful attention and suggestions or comments will be made to assist the committee in arriving at a decision.

SPECIMEN (PARTIAL) CLASSIFICATION SURVEY

Food Industry—(Major Classification)

- | | |
|-----------------------------------|----------------------|
| 1. Baking—Retail | Open |
| 2. Feed and Grain—Retailing | Open |
| 3. Flour Manufacturing | Heister V. White |
| 4. Groceries—Distributing | Leo Schneider |
| 5. Groceries—Retailing | Horace G. Pennington |

Fruits, Vegetables, Nuts, Nut Products—(Major Classification)

- | | |
|---|------|
| 1. Fruit and Vegetables—Retailing | Open |
| 2. Canning Fruit and Vegetables | Open |

Meat, Dairy, Poultry, Fish Products—(Major Classification)

- | | |
|----------------------------------|------------------|
| 1. Ice Cream—Manufacturing | Open |
| 2. Ice Cream—Retailing | Open |
| 3. Milk—Distributing | Open |
| 4. Milk—Retailing | Open |
| 5. Meat—Retailing | Howard C. Bomboy |

Furniture, Fixtures, Furnishings—(Major Classification)

- | | |
|--|------------|
| 1. Household Furniture—Retailing | Open |
| 2. Store and Office Fixtures—Retailing | Open |
| 3. Vacuum Cleaner—Retailing | Open |
| 4. Carpet and Rug—Manufacturing | Willie Law |
| (Additional Active Member) | James Law |

Gas Industry—(Major Classification)

- | | |
|----------------------------------|------|
| 1. Gas Service | Open |
| 2. Gas Appliance—Retailing | Open |

Glass Industry—(Major Classification)

No industry available for this classification.

To

Chairman

THE MEMBERSHIP COMMITTEE

(Subcommittee of Club Service Committee)

The membership committee is composed of a chairman (a member of the club service committee) and such other members as the needs of the local club may require. In a small club it may consist of but one member whereas in a large club it may have several members.

The membership committee considers all proposals for membership from the personal side. It thoroughly investigates the character, business, social and community standing, the executive position occupied and the general eligibility of all persons proposed for membership.

It reports its findings on all proposals to the club board of directors.

When it approves, it needs only so to mark on the proposal card. When it does not approve, it makes a detailed report for the guidance of the board of directors.

Rarely is the complaint heard that a membership committee has been too exacting in considering the qualifications of a proposed new member. The good name of the club is guarded by the work of this committee.

Among the points to be determined by the membership committee in the consideration of a proposed member are the following:

That his character and reputation be above reproach.

That the standing of his firm or concern in the eyes of the community in general, of competitors, and of those with whom the firm deals directly, shall be of the very best.

That he be one of the responsible heads of his firm and that he be able to speak for it.

That he be able to meet promptly the financial obligations of membership.

That he be able to attend weekly meetings regularly.

That he be socially acceptable to the members of the club.

The answers to many of the problems that will confront this committee will be found in the pamphlet "Membership and Classifications in Rotary" (No. 17) a copy of which should be obtained from the club secretary. He may get additional copies gratis if they are needed.

It goes without saying that the membership committee needs to be thoroughly familiar with those clauses of the constitution and by-laws which deal with questions of membership. (See Pamphlet No. 12, a copy of which will be found in the club secretary's office.)

Secret Membership Committee

It is the practice of some Rotary clubs (from one-third to one-half of all of them) to have secret membership committees. They favor this plan because it shields the committee members from pressure, which might be brought to bear by members desiring to influence the committee's decision in favor of a candidate for membership.

Clubs which do not favor the secret committee argue that such a practice offers an opportunity for the president to exercise undue influence in prospective club growth. They say also that a secret committee may act arbitrarily, not being influenced by the opinion of the membership generally.

Growth Through Planning

The growth of Rotary depends on more than an increase in the number of Rotary clubs throughout the world. Growth in Rotary is something that concerns every individual club, its officers, and its committees, for it is in the individual club that growth has its foundation—a foundation based on the individual Rotarian.

In every community there are men of fine calibre, who would be good Rotarians,—the kind that would help form a solid foundation for the growth of Rotary. Yet, in many communities Rotary clubs with the opportunities of membership to offer have made little or no effort to increase their membership—to fill their unfilled classifications.

Perhaps this lack of effort is a result of poor planning; perhaps it is due to no planning at all, for good planning certainly brings results.

Growth in Wartime

There are bound to be losses as members are called into military service and other essential occupations. But the gaps must be filled. The Rotary club, if it is to be of greatest service to its country in wartime, must represent the best possible cross section of the business and professional life of the community. By having this finer cross section of the community, the club will be able to render greater service with greater efficiency. There is power in numbers; but more than that, every new member means contact by the club with another business or profession, consequently a wider sphere of activity. Then, too, if the membership, which consists of the outstanding men of the community, begins to fall off, the people of the community may interpret

this as a sign of pessimism. Such attitudes reduce morale.

Special efforts will have to be made to maintain the membership, for these are critical times that require the best Rotary club that the community can support.

Who Is Responsible for Club Growth?

Occasionally a club will operate on the mistaken idea that the membership committee is directly responsible for obtaining new members. As individual members, of course, the chairman or members of the committee may and should propose men for membership in the club. As a committee, however, they are responsible only for the quality of the membership and not the quantity. The classifications committee will keep the membership posted with regard to open classifications and should urge the members to propose names for these open classifications. Thus, the club as a whole is responsible for club growth—directed, of course, by the board of directors, assisted by the classifications committee.

How the Membership Committee Can Help

Often the failure of a club to grow can be traced to the fact that the members are not thoroughly conversant with the different kinds of membership in Rotary. The membership committee should have this information, and (unless the committee is secret) can inform the membership through the medium of a club program.

The different kinds of membership are explained in Article III of the Standard Club Constitution (found in Pamphlet 12). See, also, pages 16-19, "Membership and Classifications in Rotary" (Pamphlet No. 17).

To

Chairman

THE FELLOWSHIP COMMITTEE

(Subcommittee of the Club Service Committee)

The fellowship committee is composed of a chairman (a member of the club service committee) and such other members as the needs of the local club may require. In a small club it may consist of but one member, whereas in a large club it may have several members.

The fellowship committee promotes acquaintance and friendship by such activities as the following:

1. Visiting Rotarians and Guests

Greeting and welcoming the visiting Rotarian immediately upon arrival. His name, classification and club should be reported to the president in ample time for the introduction of the visitor. If the visitor is accompanied by members of his family, arrange for their comfort during the luncheon hour. Seat the visiting Rotarian beside the club member holding a like classification—and the guest beside a congenial host. Ascertain what services or courtesies can be extended during their stay in the community, such as helping them to get in touch with persons or to find places they wish to visit.

2. Seating Arrangements

Taking charge of the seating arrangements so that the same members will not sit together in small groups meeting after meeting.

3. Shy Members

Noting those members who, because of reticence or unassuming tendencies, need particularly to be drawn into the fellowship of the club.

4. Worried Members

The war has added to the worries and cares of many members. Some are in military or naval service and worry about their families. Some have sons in service, whose welfare is a matter of concern. Some have serious business problems resulting from quotas, priorities, etc. The fellowship committee can be exceedingly helpful to such members by expressing tactful interest and genuine friendship. The situation in each club should determine how this help can best be rendered.

5. Ill or Bereaved Members

Unless the club has a committee especially charged with giving attention to members who are ill or who have suffered some bereavement, this work falls to the fellowship committee. The committee makes the appropriate calls, sends flowers and performs any personal service that appears to be needed.

6. New Members

It is most important that the new member be drawn into the fellowship of the club. Many clubs have found it helpful to add the new members to the fellowship committee for a short period immediately after they are elected to membership. Some clubs assign new members for a short time to greet members and distribute name badges at the meetings. This helps the new member to associate names and faces of those he does not already know.

7. Special Programs

Providing special programs to promote fellowship and extend acquaintance among the members of the club.

Every meeting should provide relaxation and inspiration which members need in these busy and exacting days.

8. Social Affairs

Taking charge of the club's social affairs (unless a special committee is appointed for this purpose).

9. Publicity

Aiding the editor of the club publication in obtaining personal items about members of the club.

As a regular feature, many clubs include short personality sketches of members in the club bulletin. These may be prepared with the member's assistance or the information may be obtained from the family, friends, etc. Some clubs like the idea of omitting the member's name from the sketch as a means of creating additional interest and curiosity.

10. Birthday and Wedding Anniversaries

Announcing the approaching birthdays of members of the club so that members who so desire may extend greetings at the appropriate time.

In some larger clubs, members having birthdays that week are seated at a special table and introduced. In smaller clubs they may be seated at the head table. Some clubs send a card, flowers, or other token to the Rotarian's wife on the wedding anniversary.

11. Personal Recognition

Mentioning in club meeting or bulletin an outstanding service to the community rendered by a member or some honor he has received through his trade association or elsewhere.

12. Music and Club Singing

Providing for song leader (perhaps as a member of the committee). Good singing and good fellowship usually go hand in hand.

13. Luncheon Badges

Providing luncheon name badges which, in the large clubs, are almost essential for acquaintance and fellowship. Even in the small clubs the name badge is a great aid to the visiting Rotarian or guest.

14. Attendance

The fellowship committee should keep in touch with the attendance committee, because the activities of the fellowship committee have such a direct bearing on the attendance of the club members.

15. Information

Cooperation with the Rotary information committee is mutually helpful since informed Rotarians have more in common.

Often the committee can further its purpose by visiting members of the club in their places of business.

Both Rotary fellowship and Rotary information have been greatly improved in some clubs by arranging fireside meetings in the homes of members. This is usually done by dividing the club into small groups with one member as a designated host. The fellowship committee can arrange the meetings, and the Rotary information committee provide a short but interesting discussion program.

* * *

Acquaintance and understanding are necessary to develop genuine friendship. When real friendship exists, each individual is willing to meet the other fellow at least half way in the process of mutual appreciation.

Several papers containing suggestions for the fellowship committee are available. The club secretary may obtain them from the secretariat, free, if he does not already have them.

To _____

Chairman

THE ATTENDANCE COMMITTEE

(Subcommittee of the Club Service Committee)

The attendance committee is composed of a chairman (a member of the club service committee) and such other members as the needs of the local club may require. In a small club it may consist of but one member whereas in a large club it may have several members.

The attendance committee stimulates attendance preferably through a quiet system of personal follow up. This stimulation is not for the sake of attendance alone, but also to help every member fully to participate in the activities of the club.

The attendance committee should:

1. Become thoroughly familiar with the attendance contest rules which are given in Pamphlet No. 21, "Rotary Club Attendance Rules—Questions and Answers" (to be found in the club secretary's office).
2. Become familiar with Section 7 of Article IV of the standard club constitution (obtainable in the club secretary's office).
3. See that all members of the club understand the rules governing attendance, particularly with regard to the privilege of receiving credit for attendance at another club.
4. Study the attendance average of the club for the preceding year. (The aggregate average for all clubs in the United States and Canada is approximately 85 per cent.)
5. Study individual members' attendance records and make an effort to ascertain the cause of repeated absences.
6. Call to the attention of the aims and objects committee any information concerning lack of interest as a cause of unusual absences.

7. Follow a member's absence by a letter or telephone call to let him know he has been missed.
8. Plan interclub or intraclub contests of various kinds.

From the secretariat of Rotary International are available (free) papers describing plans used successfully by Rotary club attendance committees.

* * *

ATTENDANCE—A MEANS TO AN END

Occasionally one meets or hears of a Rotarian who is not only justly proud of a long, unbroken record of attendance, but makes attendance an end in itself and not a means to worthier ends.

What *are* the rewards of attendance—those ends to which attendance is a means?

Relaxation

Not most important, and yet by no means unimportant, is relaxation. How refreshing it is to a man whose days are filled with the busy duties of commercial, industrial, or professional life, to spend an hour in the company of those he knows and likes well! This is especially true in days of stress like the present. A Rotarian can testify to the wholesome recreation he finds in such company and to the physical and mental benefit of getting away for even a brief period from the perplexities and demands of store, factory, or office.

Information

Another reward of attendance is information. In conversation with his fellow members in other lines of business, from the reports and announcements, and from the speaker of the day, the Rotarian who is present at a meet-

ing acquires a knowledge of business, of Rotary, of the community, and of world affairs, which expands his horizon and increases his potential effectiveness.

Acquaintance

A third reward is the wider acquaintance and better understanding of men which are consequences of the atmosphere characterizing a true Rotary meeting. Many a Rotarian has found new things to admire and respect in men he thought he knew before. By contacts with new members, with visiting Rotarians from various cities and countries and with other guests, he enlarges and enriches his experience.

These three rewards, relaxation, information, wider acquaintance, come without much effort on the individual's part. They are practically clear profit.

Opportunity to Share in Service

Another result of attendance is the opportunity to share in keeping things going. Rotary clubs don't just happen; they are the result of the unselfish devotion of officers and committees. The member who has benefited generously will want to do his share in carrying the responsibility. He can do that best if he is regular in his attendance.

Finally, the Rotarian who is regular in attendance is doing for his fellow members what we have already noticed that they do for him. Moreover, he is encouraging and sustaining those whose efforts have set the stage for the satisfaction he has found, those without whose efforts a Rotary club luncheon would be just another meeting.

Attendance in Wartime

The war—especially the regulations that have been placed on transportation and food and the problems that are being encountered in the labor market and in certain types of business, the difficulties encountered in maintaining a regular meeting place, etc.—has created new problems, and placed greater responsibility on the attendance com-

mittee. While attendance difficulties have increased, so has the importance of good attendance.

Unity is the watchword of the day. In every country directly affected by the war, the people are being called upon to present a united front. Many of the programs and the discussions will be centered on keeping the members informed with regard to the special war efforts of the community. Only if a Rotarian is regular in his attendance can he participate fully in the contribution which his Rotary club will be making in that direction. The building of morale is one of the greatest opportunities a Rotary club has in the present crisis. Poorly attended Rotary meetings have an adverse effect on the club and indirectly on the morale of the entire community. Well attended meetings, on the other hand, will be evidence that the business and professional men are cooperating enthusiastically in the war effort.

Special vigilance for the morale of your own members is required these days. If a Rotarian is experiencing difficulties in his business—if he is worried about a son or other relative in military service—he may develop an attitude that he “does not feel like” attending the Rotary meeting. In such a case the attendance committee should approach him in a friendly, helpful manner and cause him to see that he needs more than ever the kind of association and fellowship that Rotary affords.

Heretofore the average monthly attendance of all Rotary clubs in the United States and Canada has been approximately 85%. If the problems of the present day make it impossible to maintain this average we shall just have to accept this as “a casualty of war,” and make the best of it. There may be consolation in the fact that all other Rotary clubs are “in the same boat.” Let's remember—attendance is a means to an end—and not the end in itself!

To.....
Chairman

THE PROGRAM COMMITTEE

(Subcommittee of the Club Service Committee)

The program committee consists of a chairman (a member of the club service committee) and such others as the president and the board of directors of the club shall determine.

This committee arranges the program for each regular and special meeting of the club in accordance with the plan prepared by the aims and objects committee and approved by the board of directors. There is no conflict between the aims and objects committee and the program committee. The one plans, the other executes the plan.

The program committee follows through on details as far as club meetings are concerned. It carries out the plan by seeing that each Rotarian or each club committee responsible for a meeting program has that program ready on the date assigned.

In cooperation with the music committee the program committee arranges for such incidental entertainment as may be necessary to make the program

for a particular day interesting and well balanced.

The work of the program committee affects the welfare of the club at many points—interest, attendance, developing members, etc. Each club meeting should provide both the relaxation and the inspiration which members need in these busy and exacting days. "The Program Committee of the Rotary Club" is the title of Pamphlet No. 15, some of the sections of which describe the elements of a good program, how to handle controversial topics, program sources in the average community, and how to put on good programs. The club secretary may secure copies of this pamphlet for the committee gratis, if he does not already have them on hand.

For the assistance of this committee Rotary International prepares a number of suggestions based on successful programs in Rotary clubs, and on addresses and articles in the various fields in which Rotary clubs take an active part. This material may be obtained by addressing the secretariat of Rotary International.

THE MUSIC COMMITTEE

The music committee cooperates with the program committee in providing music and entertainment features which will serve to maintain balance in each club program.

The music committee may consist merely of the song leader and the ac-

companist, if the latter is a member of the club, or of a chairman and several members, if the club be large enough to warrant.

Members who play some instrument as a hobby may be called on occasionally to participate in the program.

Frequently, musical organizations from various schools or business concerns will gladly furnish added musical entertainment features. These serve to foster understanding and good will among the various organizations in the community.

* * * * *

THE VALUE OF MUSIC IN A ROTARY CLUB

1. Value

Singing has helped many clubs to be successful. Music makes the world a better place to live in—music makes Rotary a happy place to spend an hour once a week.

Why do we sing? Because singing helps to break down the feeling of reserve and restraint which sometimes exists. This explains why we choose the easy, well-known songs with little syncopation. Again, singing sometimes puts the crowd in humor and brings them to attention.

2. The Leader

The business of the leader is simply to make the members WANT to sing. The leader does not need to be such a profound musician himself, but he must be popular with the members. He must have a lot of common sense and know just what song is THE SONG for a particular moment. In short, it is his PERSONALITY that either makes or breaks the singing.

3. The Accompanist

The pianist is a different matter, however. No leader can do a good job with an inferior pianist. The ideal situation is, of course, to have a good man in both jobs. Sometimes you can find ONE man who can do both jobs at the same time and make a pretty fair go at it, too.

4. Selecting Songs

The best songs to sing are the songs with an easy swing, which do not verge upon the technical in singing. As a rule, when a gathering attempts to sing, it is for the mere enjoyment of the thing.

Almost without fail the National Anthem should be sung, either as an opening or a closing number.

Before attempting to sing new songs, at least a half dozen of the members should acquaint themselves thoroughly with these songs so that they may take the lead.

5. Instrumental Music

While singing is probably the most common form of musical participation by club members, yet the music committee should not overlook any members of the club who are particularly talented in instrumental music. Many members have this type of music as a hobby and the furnishing of solos, duets, or ensembles will prove a happy variation in the musical program.

* * * * *

Song Books

Rotary International publishes (in English) a book of Rotary songs, and other songs which have proved popular among Rotary clubs. This book is available with words and music, size $5\frac{7}{8}$ x $8\frac{3}{4}$ inches, 62 pages, at 25c each. It is available also with words only, size $3\frac{3}{4}$ x $6\frac{3}{4}$ inches, 50 pages, at 5c each. One music and word book gratis is furnished with each purchase of 25 word books. Due to arrangement with the owners of some of the copyrighted songs, this book can be sold only to Rotary clubs in the U. S. and Canada.

To.....

Chairman

THE ROTARY INFORMATION COMMITTEE

(Subcommittee of the Club Service Committee)

The Rotary information committee is composed of a chairman, who is a member of the club service committee, and of such members as the needs of the local club may require.

This committee should be acquainted with the sources of information (the pamphlets and other literature of Rotary) which will enable it to devise and carry into effect plans for giving to the members, especially the new members, an adequate understanding of the privileges and responsibilities of a Rotarian.

The history, objects, scope and activities of both the local club and Rotary International are subjects for this committee to explore for information to be brought to the attention of the club membership in all appropriate ways. One such way is through the columns of the club publication whose editor will undoubtedly welcome brief, well-written items about Rotary progress.

Arrangements for an impressive reception of new members into the club, plans for a series of fireside meetings for the study of Rotary, a regular schedule of brief talks by a different member at each meeting of the club, and special programs, such as the anniversary of the club, or the anniversary of Rotary, are some of the other opportunities for this committee to consider in spreading Rotary information.

The R.I. board has suggested that five minutes of each meeting be devoted to some form of Rotary information. It is also suggested that new members be helped to obtain Rotary information early in their club experience by arranging for them to attend club committee meetings, club assemblies, and special meetings planned for the par-

ticular purpose of disseminating Rotary information.

The committee will find particularly useful in its work Pamphlet 38, "Getting Acquainted with Rotary." Other literature, which is available at the secretariat, on request, includes an historical outline of Rotary; "Brief Facts," a small folder containing interesting data; several files containing suggestions for acquainting new members with Rotary; and an outline for the organization of a series of "Fireside Meetings" for the discussion of Rotary and for the information of both old and new members.

Cooperation with the fellowship committee will be helpful to the purposes of both committees.

The club secretary should have an up-to-date set of Rotary pamphlets which this committee will find useful in carrying out its plans and activities.

SOME BOOKS AND PAMPHLETS WHICH WILL BE USEFUL TO THE COMMITTEE

At the time of his election, a new member is most susceptible to information about the organization which he has just joined. It is, therefore, the practice of many Rotary clubs to give their new members copies of literature which they can study and keep.

"*Welcome to Rotary*"—This is the title of a little 24-page booklet written especially to give to the new member. It contains basic information about Rotary. It is neatly printed, selling at a price of 5c per copy in any quantity. It may appeal to clubs as an excellent pamphlet to present to new members.

"The Founder of Rotary"—This is an autobiography of Paul P. Harris. It depicts clearly the people and the events which influenced the formation of his character. It describes the interesting circumstances which led up to the founding of Rotary. This is a cloth-bound, 160-page book. It sells for \$1.00.

"This Rotarian Age"—This inspira-

tional book, written by the founder of Rotary, contains his observations on the progress of the movement. 250 pages. \$0.65.

"The Official Directory"—Contains much interesting information about Rotary in addition to the officers and meeting time and place of each club. Particularly appropriate as birthday or holiday gifts to club members.

ROTARY MARCHES ON!

A Bird's Eye View

First Decade (1905-14)

- 1905 First club organized—Chicago, Ill. (U. S. A.)
- 1908 Second club organized—San Francisco, Calif. (U. S. A.)
- 1910 16 clubs formed National Association of Rotary Clubs.
- 1911 "The Rotarian" magazine started publication.
- 1914 Name changed to International Association of Rotary Clubs.
- 1914 123 clubs in the United States, Canada, Britain and Ireland.

Second Decade (1915-24)

Characterized by steady growth in spite of the war, and by extension after the war to Continental Europe, South America, Asia, Australia, New Zealand, South Africa, and many islands.

- 1921 Convention held in Edinburgh, Scotland.
- 1922 Name changed to Rotary International.
- 1924 1796 clubs throughout the world.

Third Decade (1925-34)

Characterized by continued steady growth in spite of world depression. Among the new countries and territories entered were: Alaska, Finland, Egypt, Palestine, Malay States.

- 1927 Convention in Ostende, Belgium.

1931 Convention in Vienna, Austria.

1934 3690 clubs throughout the world.

Present Decade (1935 to date)

1935 Convention, Mexico City, Mexico.

1935 Rotary Club of Reykjavik, Iceland, admitted to membership.

1936 Clubs organized in Tunis, Fiji Islands, and Sarawak.

1937 Convention held in Nice, France.

1937 Clubs formed in Netherlands West Indies, Principality of Monaco, and Venezuela.

1937 Rotary clubs in Germany disbanded.

1938 Rotary clubs in Austria, part of Czecho-Slovakia (Sudetenland), and Italy disbanded.

1939 Clubs organized in French West Africa and Guam.

1940 Membership of Rotary clubs in Czecho-Slovakia, Estonia, Japan, Latvia, Lithuania, Luxembourg, Netherlands, Norway, Poland, Spain and Spanish Morocco terminated.

1941 Membership of Rotary clubs in Bulgaria terminated.

1942 Membership of Rotary clubs in Belgium, Greece, Roumania and Yugoslavia terminated. On 1 March there were 123 Rotary clubs and approximately 205,000 Rotarians.

To _____
Chairman

THE PUBLIC INFORMATION COMMITTEE

(Subcommittee of the Club Service Committee)

Each club should see that Rotary is properly understood by its community. Rotary does not want publicity for publicity's sake alone, but it *is* desirable to cultivate public understanding of, and sympathy with, the ideals, purposes, and projects of the Rotary club.

Composition of Committee

A chairman, who is a member of the club service committee.

Such other members as local conditions require.

Functions

Devises and carries into effect plans to bring about a better understanding of Rotary by the public in general.

Establishes friendly contact with the local newspapers and radio stations and sees that news about the club meetings and club activities is supplied to them.

Seeks opportunities for Rotarians to explain the principles of Rotary before public groups, on the radio, or by inviting selected persons to the club when some outstanding program is to be presented.

Cooperates with other committees of the club in planning appropriate publicity on club projects in which the support of the public is invited or in which there is manifest public interest.

Pointers for Publicity

1. *Last week's doings are not news this week.*

While a newspaper may use yesterday's news today, or last week's news this week, you will make a better friend of the editor if you will get news to him while it is "hot." "Never procrastinate" should be the motto of the committee members responsible for contacting the newspapers.

2. *"A nose for news."*

The Rotarian who can recognize news in what to others appears to be trivial or routine, will make the best public information committee member.

3. *"Brevity is the soul of wit."*

It is also vital in getting publicity. The shorter the news item, the better the chances of its being published, or put on the radio. Go through the first draft of what you have written and see how many words you can cut out before releasing it. News writers learn to say what they have to say, and then stop. They are careful not to conceal their ideas behind a hedge of words.

4. *Prepare copy carefully.*

If the editor must have your copy retyped, you may miss a deadline and fail to have your material used. It is a safe rule always to prepare items on the typewriter, double spaced, on one side of the paper. Wide margins leave room for editor's markings.

5. *Names make news.*

Everyone likes to see his name in print. Editors know this and like to receive names with news items. However, this must not be overdone. The name of a special speaker or honored guest is news; the names of everyone present at a regular meeting are not news.

6. *The five W's.*

Every news story should tell *who*, *what*, *when*, *where* and *why*, whatever else it may contain.

7. *Sugar coat Rotary.*

The skillful public information committee member will see that at least a few words about the ideals and

objects of Rotary will be worked into every news release, "sugar coated" to make them interesting to the general public.

8. *Be modest.*

Publicity concerning the Rotary club should never be boastful. Its aim should be public information, not personal notoriety.

9. *Merit publicity.*

Favorable publicity for a Rotary club is best obtained by doing things that merit such publicity.

10. *Avoid ridicule.*

Incidents in meetings that may be amusing to members can bring the club into ridicule if reported to the public.

11. *Invite special guests.*

From time to time, public officials and prominent citizens who are not Rotarians should be invited to Rotary meetings.

12. *"The Rotarian" and "Revista Rotaria"*

Many clubs subscribe to "The Rotarian" and "Revista Rotaria" (Spanish) for school and public libraries; some members put their copies of these magazines, after reading them, in doctors' reception rooms or send them to non-Rotarian friends.

OPPORTUNITIES FOR INFORMING THE PUBLIC ABOUT ROTARY

Public Addresses by Rotarians

Rotarians frequently receive invitations to address other organizations. In

many cases the speaker may bring in references to Rotary to convey to his hearers some understanding of the things for which Rotary stands.

Some clubs present a series of short talks in the high school. Once a week some member describes his vocation and its possibilities for youth. He also tells about the influence of Rotary on business standards. Other clubs present similar talks on local radio programs.

Radio Programs

Some clubs broadcast outstanding addresses delivered before the club. Others arrange for a Rotary program at some other time each week. The club provides the speakers and the musical features.

Articles in Trade Magazines

Often it is possible that addresses are suitable for publication in trade journals. These publications are valuable to high school classes, particularly those dealing with engineering or scientific subjects. A file of these magazines for the high school library is a useful gift.

Meetings for Competitors

In many clubs members bring one or more of their business competitors when a program of interest to businessmen is being presented. At such a meeting the public information committee may have a member give a brief talk on Rotary.

Especially useful to the public information committee is Pamphlet No. 14, "Rotary Publicity." This pamphlet covers the relations of a Rotary club with the general public, local media for the dissemination of Rotary news and suggested methods for best securing their cooperation, a list of activities within a Rotary club which offer publicity opportunities, and other information. It is concise, easily read, and easily followed. Other useful items are "Brief Facts about Rotary," File No. 433, "Informing the Public about Rotary," and File No. 440, "An Outsider Looks In." They may be secured from the secretariat through the club secretary.

To _____
 Editor

THE CLUB PUBLICATION

(A Medium of the Club Service Committee)

Purposes of the Club Publication

1. To further the principles and ideals of Rotary.
2. To circulate notice of the meetings to the members, the details of the program, and so to stimulate interest and improve attendance.
3. To keep the members of the club and the editors of the local newspapers advised of news about Rotary, and so to increase understanding of Rotary.
4. To increase acquaintance among the members by its news items, and so to foster club fellowship.
5. To serve as a record of all the club's activities, and so to provide a club history.
6. To inform other clubs, perhaps in other countries, of the club's views, activities, etc., and so to cultivate good will.
7. To serve in general as a medium of Rotary information, inspiration, and education.

Responsibility

Some clubs have a committee in charge of the weekly bulletin. Others repose responsibility in an individual editor. If there be a committee, the chairman should be a member of the club service committee; if an individual

editor, he should be on the club service committee.

Regardless of who the editor may be, the club publication serves, or should serve, so many useful purposes that it deserves the constant interest of the club officers.

Care in Preparation

Being the club "newspaper," not only for its members but for others, it needs careful preparation. It should cover adequately the news of the club's programs, committee activities, board meetings, news about Rotary International, and events concerning the membership which help to promote better acquaintance and fellowship.

Stories and jokes which would be frowned upon if related from the speaker's chair at a club meeting have no place in the club publication. Such stories do not reflect credit upon the club membership or upon the editor.

The style and cost of the publication can be adjusted to the club's income. Some of the very best club bulletins are simple mimeographed sheets—it's the contents that matter.

To assist the editors of club publications, the "inside pages" service is prepared by the secretariat. This service consists of 8½ x 11 sheets printed on one side, the other left blank for the club to print its own news. The cost of this service is very small. (See Pamphlet No. 19, Catalogue, for further information.)

File No. 436, "The Rotary Club Publication," containing further details and samples of "inside pages," will be sent by the secretariat on request.

THE CLUB PUBLICATION SHOULD AID

In furthering the principles and ideals of Rotary; in arousing and keeping alive interest in club affairs; in acquainting members with each other and with the activities of the club.

It may include any or all of the following items:

As to Programs

Announce program for next meeting.
Give sketch of principal speaker.
Tell about previous meeting.

As to Attendance

Publish attendance record of the club and its individual members.

Record attendance at your club of visiting Rotarians and visitors.

As to Committees

Publish committee appointments.
Report on activities of committees.
Announce committee meetings and record minutes if desired.

As to Board of Directors

Notify club of actions of the board.

As to Members

Publish sketches of new members when elected.

Publish personals about members.

Note terminations of membership and changes of classification.

Print roster of members.

Report illness of members and their families.

Mention civic and Rotary activities of members.

As to Finances

Call attention to payment of dues.

Publish budgets and financial statements.

Publish excerpts from financial reports of your district and Rotary International.

As to Your Rotary District

Publish special messages from the governor.

Publish excerpts from his monthly letter.

Announce his official visit.

Announce and write up intercity meetings.

Use news items about clubs in the district.

Announce the district assembly and conference.

As to Rotary International

Record news items in regard to clubs and individuals throughout Rotary world.

Use clippings from the News Letter, "The Rotarian", and other Rotary publications.

Record the admission of new clubs into Rotary.

Exchange publications with other Rotary clubs.

*Prepared by Rotarian Lewis D. Fox, editor, "Rotagraph,"
publication of the Rotary Club of Fort Worth, Texas, U.S.A.*

To

Chairman

THE SERGEANT-AT-ARMS

(Member of the Club Service Committee)

As indicated in the description of the club service committee, the sergeant-at-arms may well be a member of that committee. If he performs his duties well, he will be of real assistance to the president and to the program and fellowship committees with whom he should cooperate closely.

An excellent description of the function of the sergeant-at-arms is found in the following article by Past President Will R. Manier, Jr.

* * * * *

The greatest thing in the world is taking a little job and making it big, or a big job and making it bigger. There are two ways to do it—either think the thing out for yourself or find somebody else who has already thought it out and adapt his ideas to your own job, and maybe improve upon them. In either case, it takes, first, planning, and then personality.

If the members of your club think the office of sergeant-at-arms a little job, you can make it big; or if it's already big, you can make it bigger.

Regard the mechanical part of the Rotary meeting as your special function and in cooperation with the president and the chairmen of your program and fellowship committees, and in coordination with them, take charge of the mechanics of your meeting.

Arrive at the meeting place at least fifteen or twenty minutes ahead of time, check up and see that the meal is going to be ready to be served right on the dot; then see that the arriving members mix around with each other, and, in particular, that the visitors are given a hearty welcome and are introduced to as many of your club members as possible, and without embarrassment get their tickets and have arrangements made for their seating.

Place yourself at the door of the

meeting place three or four minutes before the time the meeting convenes and see that the members get started into the meeting place so that the luncheon may start right on the dot without any delay.

See that your members get their seats promptly and without confusion; that no vacant seats are left between members; that the same members don't sit together all the time; and that all guests are seated where they will be properly taken care of.

Act as a kind of head waiter and see that the meal is promptly served and plenty of water and bread kept on the tables at all times, and that there is no delay in the service.

Call attention to members who come in late, in a humorous way, so as to make them want to be on time at the next meeting.

See that the song books or sheets are distributed, and when there is singing, see that everybody sings.

See that the members pay attention to the president's gavel and do not annoy the speaker by whispering and talking.

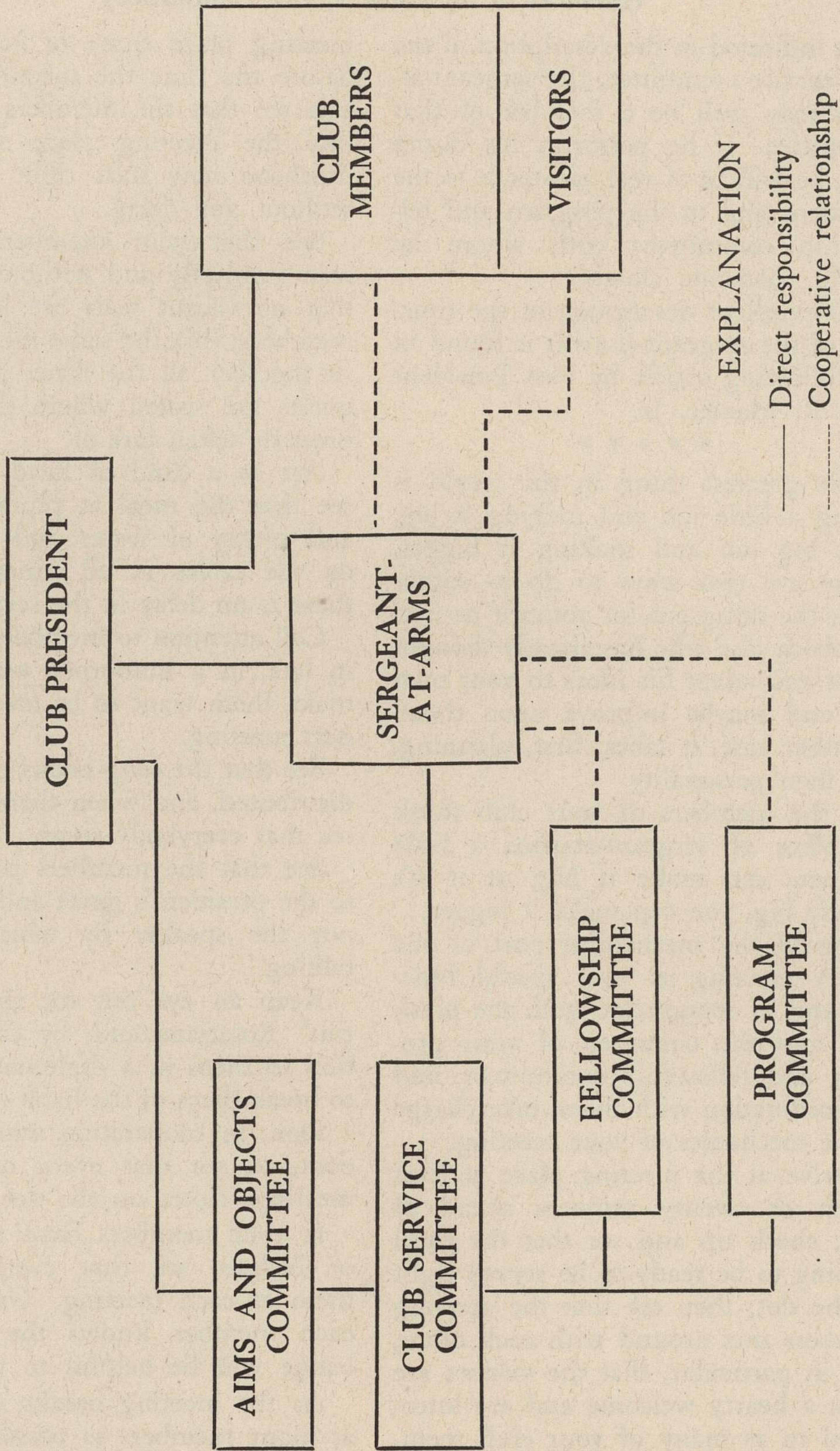
Keep an eye out for the "eat and run" Rotarians and, by calling attention to them in a diplomatic way, try to break them of the habit.

Plan, in cooperation with the president, to see that every one of your meetings closes on the dot.

If your members have name plates or badges, see that everyone wears them at each meeting. Granting that each member knows the other, the badge will be helpful to visitors.

As the meeting breaks up, see that as many members as possible speak to the guests, especially to such guests as took part in the meeting, expressing pleasure at having had them at the luncheon.

THE SERGEANT-AT-ARMS AND HIS RELATIONSHIPS



To.....

Chairman

VOCATIONAL SERVICE

(Business and Professional Standards)

What Is Vocational Service?

The phase of the Rotary program known as "vocational service" (business and professional relationships) has to do with the ethical interest and activity of Rotarians in

management and financing,
purchasing goods or services,
selling goods or services,
dealing with employes,
relations with competitors,

and implies that in all these activities of business, the capitalist, the employer, the executive, the manager, the seller, the buyer will be thoughtful of and helpful to others.

Let us remember that the second object of Rotary is

to encourage and foster three things: (first) high ethical standards in business and professions; (second) the recognition of the worthiness of all useful occupations; and, (third) the dignifying by each Rotarian of his occupation as an opportunity to serve society,

and "vocational service" implies that Rotarians are putting this object to work in their businesses and professions.

A Rotarian does not need and should not want to ask anyone other than himself how to do this. However, he should study his business and his relation to it. He can begin by asking himself such questions as:

How can I be thoughtful of and helpful to others in the conduct of my business?

Are my standards of business practice all that they should be?

Am I and are my associates and our employes conducting our business according to the standards we have adopted?

Are we satisfied that we are engaged in a worthy occupation in which we have our opportunity to serve society?

The Rotarian should not and does not expect others to answer for him such questions as these. He may have a partner or a business associate with whom he can discuss them.

When the Rotarian gets to surveying the conduct of his business a host of other questions will keep popping up for thought and reflection by him. Among such questions may be:

Do I use the best materials obtainable?

Do I manufacture with care and thoroughness?

Do I ever adulterate or misrepresent my products?

Do I sell with friendly thoughtfulness as to the actual needs of my customers?

Do I treat small customers with the same courtesy as larger ones?

Do I bribe buyers of our products if that seems necessary to make sales?

Do I pay my employes a living wage plus an opportunity for saving and investment?

Do I invite and reward the helpful cooperation of my employes?

If I knew where one of my employes could get a better job (for him), would I tell him and help him get it?

Do I subordinate the desire of making a money profit to the desire to be of service to others, or do I think only of how a money profit and how big a money profit can be made?

If a Rotarian wants to practice vocational service (business and professional relationships), the first step is to survey his business and his relation to it. If, having made an honest self-examination as suggested, he can say he does not understand vocational service, it is likely that he will not be a real Rotarian. If, on the other hand, he does something to improve conditions which this survey has disclosed, then he knows what vocational service means and has discovered how to use Rotary in his business.

Relation to Other Objects of Rotary

Although vocational service (business and professional relationships) is particularly stressed in the second object, it is present to some degree in the other objects as well. For example—

In "the development of acquaintance as an opportunity for service" (Object No. 1), the greatest opportunity for Rotarians will naturally be in the carrying on of their daily work. Acquaintance provides the opportunity for friendly relations with employes, competitors, sellers and patrons. Acquaintanceship is the stepping stone to friendship, and with friendship permeating business relations many reprehensible practices will disappear.

Object No. 2 is, of course, wholly a statement of vocational service (business and professional relationships).

Object No. 3 includes a reference to the application of the ideal of service to the Rotarian's business life.

No. 4 proposes "the advancement of

international understanding, good will, and peace through a world fellowship of business and professional men." Since wars have frequently grown out of economic rivalry and commercial misunderstanding, it is obvious that a conscientious and service-minded body of business and professional men in countries around the world can make a significant contribution vocationally to the promotion of the fourth object. The establishment of mutual confidence across national boundaries and of business honor in international trade will do much for world peace.

From the above it is obvious that Rotary places considerable importance on the activities of the Rotarian as a business or professional man in achieving all four objects.

Importance of Vocational Service

Rotary's program in vocational service (business and professional relationships) is a positive program of great importance. By seeking to improve the standards of business practice it goes to the root of many present day difficulties in business. If generally adopted it would do much to place business enterprise on a basis of genuine prosperity.

Certainly, such possibilities make Rotary's efforts in vocational service very much worth while. They provide a tangible goal to aim at. They challenge the initiative of every Rotarian.

During the War—And After

(See the statement "Vocational Service—a Wartime Challenge.")

Developments due to the war have necessitated many changes in the technique of business, but the ethical aspects of business relationships do not change. It should be easier than ever to promote a general interest in vocational service, for under present circumstances the principles set forth in the second ob-

ject of Rotary have a direct, patriotic appeal. In some lines competitors will find it imperative to develop a closer spirit of cooperation if they are to survive. In others new personnel problems will appear. In these and other situations, certain to be encountered, the principles of vocational service will play an important part in the preservation of democratic institutions.

After the war, problems of readjustment will be encountered. These should be anticipated and studied so as to preserve gains that have been made in developing better business relationships.

Personal Responsibility in Vocational Service

Vocational service is definitely an individual responsibility. Each Rotarian must recognize his responsibility in this field of Rotary service. His club should help him to recognize and meet his responsibility. The Rotarian's responsibility is two-fold:

1. To observe the highest standards in his own business, and
2. To encourage a similar observance by all members of his craft—locally and nationally.

Each Rotarian should examine critically his individual business to ascertain whether every transaction is in strict conformity with high ethical standards. (See "The Four-Way Test.") He should solicit the cooperation of his fellow craftsmen in improving craft practices that do not measure up to correct standards.

Purpose of Club Programs

It is the purpose of club programs to make these responsibilities clear to club members; to develop positive standards of practice in all relations of business;

and to indicate how these standards may be put into effect. Just as each Rotarian will determine what method is most suitable in his vocation, so each Rotary club should work out its vocational service programs in the light of national and local conditions.

Planning Club Programs in Advance

The principal function of the club vocational service committee is to arrange programs such as are indicated above—programs which will be both instructive and stimulating. Programs are generally best when planned well in advance. It is therefore advisable that the vocational service committee of each Rotary club meet early in the Rotary year and formulate an outline of vocational service programs for the year ahead.

Program Helps from the Secretariat

For the assistance of this committee Rotary International prepares a number of suggestions based on successful programs in Rotary clubs, and on addresses and articles in the field of vocational service. This material may be obtained by addressing the secretariat of Rotary International.

Tie-In with Local Conditions

With the suggestions found in this material the club vocational service committee should endeavor to devise methods, topics and plans for the promotion of vocational service, carefully adapted to conditions existing in the club and in the country in which it is situated.

Aspects To Be Considered

Over a year's time any well-rounded program in vocational service should

contain discussions that develop correct standards in the following relationships:

A. Business Management.

B. Group Relationships:

1. Employer-Employe Relationship
2. Competitor Relationship
3. Purchasing Relationship
4. Relationship with Customers or Clients

Business Management

Business and professional success rest not only on physical equipment and technical efficiency, but also on the human factor responsible for organization and policy, that is, management. Rotarians are responsible owners or officers of their respective concerns. There is, therefore, no excuse for failure to demonstrate not only that the ideal of service is a practical policy but that it is the one sound basis upon which to achieve real business and professional success.

Where the Ideal of Service is a fixed characteristic of the policy of the management, whether it be an individual or a board of directors, and where there is a consciousness that one of the prime reasons for being in business is to be of service, there will be no doubt about the carrying out of this policy in the four relationships which follow:

Employer-Employe Relationship

The rule of treating others as one would like to be treated, if applied to the employer-employe relationship, should result in tremendous mutual benefit. Proper consideration of the employe, his problems and his manner of living, will, if translated into action, bring about a substantial reduction in labor turnover, eliminating losses due

to changes of employment and increasing both the efficiency of the employe and his production. Care should be taken to see that no element of paternalism enters these considerations. The relationship should be considered as one between those equally necessary to the success of the business.

It is obvious that directive rules of conduct for employes cannot be written in employers' codes inasmuch as the employes have no part in writing or adopting the codes. A code is binding only on those who are members of the association and who accept an obligation for its observance. As a thought for the future, note that if employes could elect from their own number those who would work with employers in the writing and adopting of standards of business practice, then, and only then, would rules of conduct governing the employer-employe relationship be binding on both employer and employe.

The Competitor Relationship

Perhaps the term "fellow craftsman" would be better than "competitor" to describe this relationship. The latter carries the implication of contest and battle, which, while still characteristic of competition to a considerable extent, is giving way to the idea of a more cordial relationship. Fellow craftsmen are men in the same vocation who sell the same (or a similar) product or service.

The rules of conduct under this relationship have as their object the standardizing of selling practices to provide an equality of opportunity for all fellow craftsmen.

This relationship underlies the creation of all national, provincial and international trade and professional associations, for through it men in the same

THE FOUR-WAY TEST

Like other Rotarians, Herbert J. Taylor of Chicago, believed in high ethical standards in business. To be sure that his business policies, plans, statements and advertising are ethical, since 1933

he and his associates have applied a Four-Way Test to them.

In slightly adapted form, with Rotarian Taylor's permission, that test is printed below for the use of every Rotarian.

- 1.** Is it the *truth*?
- 2.** Is it *fair* to all concerned?
- 3.** Will it build *good will* for the business or profession and *better friendships* for our people?
- 4.** Will it be *profitable* to all concerned?

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Vocational Service

(Business and Professional Standards)

A Wartime Challenge

World-wide war upheavals affecting almost every type of business and professional endeavor challenge Rotarians to practice vocational service as never before in order to attain the second object and through their example and influence everywhere to promote the spread of the same ideals to all businesses and professions. Rotarians everywhere are expected to do their utmost, both individually and through their vocations, to serve their respective governments in their wartime efforts.

Confidence is essential to the success of private enterprise both in the war effort and in the post-war period. Without confidence business as a private institution is not likely to survive. Confidence can be maintained only through active ethical performance and "the dignifying by each Rotarian of his occupation as an opportunity to serve society." Many relationships enter into the building of confidence including those with employes, buyers, sellers, competitors, the government and the public-at-large.

Both clubs and members are challenged to study and understand vocational service (business and professional standards) in all of its relationships, both technical and human, through revitalized program emphasis. Each Rotarian is urged to examine carefully and to improve the practices in his own business; then, by example and influence, to raise the business and professional standards of his fellow Rotarians and others in his own community.

Rotary clubs have great opportunities now to work for the occupational survival of many of their members - to aid and advise those who of war necessity must change to other lines of endeavor.

Rotarians are further obligated to exert their positive influence to raise the standards of practice in their craft associations in which it is presumed they hold membership.

By word and deed Rotarians should continually present sound and effective arguments for the re-establishment of private enterprise when the war emergency ends.

Such a program, successfully accomplished, will through the restoration of confidence automatically remove the necessity for many of the governmental controls now surrounding private enterprise.

Adopted by the board of directors, January, 1943.

occupation join with one another in establishing a craft association.

There are more written standards of practice governing this relationship than any other. Unfortunately, standards governing right and wrong practices have been confused with standards governing merchandising plans, specifications, standardization of products, etc. While these are important, they are outside the scope of Rotary's second object which seeks to standardize business practices which contain the ethical element of right or wrong.

As to general relations with competitors the Rotarian should recognize that the members of his trade or profession are more likely to be successful if the trade or profession prospers as a whole than if individual members of it endeavor to advance themselves at the expense of others in it. It is the hope of Rotary that cooperation will be developed in the relation of competitors with one another and this necessitates the practice of mutual regard.

The Purchasing Relationship

This relationship covers the dealings of a business with those from whom it buys. They should be conducted with honesty and fairness. The goal is to establish such contacts that each party to the transaction is benefited. Purchases characterized by high business standards from sellers who maintain similar standards have an economic advantage. When these conditions exist, it is observed that the businessman has a real highway of opportunity in buying, in service, in terms of payment, in correction of errors, in quantity purchases, and in cooperation of sellers.

The Relationship with Customers Or Clients

The object of rules of conduct under this relationship is to make satisfied

customers and create goodwill for the business. Goodwill is contingent on fair and honorable dealings which cover a multitude of details incident to all business. For example—truthfulness in selling, one price to all, attentive service to large or small purchasers, etc.

Classification Talks

When these talks were originated many years ago they were partly commercial and partly an educational feature seeking to extend the other members' horizon of business experience to many other vocations. Later, when it was proposed to embody these talks on one's vocation as part of vocational service, it was planned that the member would employ the time to present correct standards in the four relationships as practiced in his business.

If the Rotarian will discuss his vocation as a service to society and emphasize the ethical features of business relationships, ultimately translating them into definite and fixed rules of conduct, he will make a distinct contribution to vocational service.

Every speech and discussion on the member's vocation should have a corollary to what has been presented, the corollary being one or more rules stating right conduct, or one or more rules clearly indicating wrong conduct. By this plan every club program on vocational service will achieve a tangible result, and the speech itself, a survival value.

Standards for Talks on These Relationships

In order that the programs presented in Rotary clubs on the subject of business management and the four group relationships, may have an effective, cumulative value, certain suggestions

which will contribute to their success should be observed:

1. Each talk should present the relationship from a craft viewpoint and not from the narrow range of the individual business of the speaker.
2. It should present only those business practices which contain an element of right or wrong.
3. Each talk should be concluded with a restatement of correct rules of conduct described in the talk.
4. Positive rules of conduct which state what a man shall do are more important and stimulating than negative rules which state what a man shall not do.
5. The rules of conduct developed in this way can be publicized and should be helpful to all businesses.

Of these, number 3 should be especially emphasized—*Each talk should be concluded with a restatement of correct rules of conduct described in the talk.*

Stating such rules is important for at least two reasons:

1. It provides a standard by which a Rotarian can judge his own practices.
2. It provides definite rules which a Rotarian can offer his fellow craftsmen for incorporation in a craft code.

Putting the Standards Into Practice

As has been indicated, a twofold obligation in vocational service rests on each Rotarian:

1. to employ high standards of practice in his own business or profession, and

2. to encourage the observance of such standards by all members of his craft.

Personal Application

In club meetings programs on vocational service (business and professional relationships) will direct attention to standards of practice. During the meeting the individual Rotarians should be urged to survey their own businesses with reference to such standards. Many businessmen whose character is beyond reproach and who endeavor to conduct their businesses on high standards, when inspired to careful self-examination of their current practices, are amazed by some conditions existing in their establishments.

Trade customs need the closest scrutiny as regards their ethical correctness. Because many trade customs are old, some businessmen incline to tacit acceptance of them, but that should not prevent a careful appraisal of their correctness in the light of modern thought. In the same way all other practices should be given the closest examination.

Rotary's Reputation in the Community

Remember that a community's respect for Rotary as an institution is contingent on how well each Rotarian exemplifies honesty and fair dealing in his vocation. Since Rotary's participation and influence in civic and other objective activities requires a good will attitude of the community, Rotarians should conduct their businesses so as to merit respect and good will. No man can be a forceful teacher of high standards who does not practice those standards in his own business.

Work in Craft Associations

Promoting the observance of high ethical standards among others in his

craft is the second of a Rotarian's two responsibilities in vocational service. This he can probably do best through active participation in the national association of his trade or profession, for it is there that he will find opportunity to reach the greatest number of his fellow craftsmen. Some think that membership in such an association is an implied obligation of Rotary membership. They hold that the second object can never be completely attained unless Rotarians hold membership and become active in such associations.

A Unique Opportunity

Certainly the classification basis of membership provides Rotary with a unique opportunity for great achievements in the business world. Rotary is a cross section of the business and professional life of five thousand cities, towns, and localities scattered throughout the world. Rotary International recognizes more than eighty major classifications and nearly two thousand minor classifications. What an army this provides for the cause of vocational service, if only every Rotarian will do his utmost! Enlistment in this vocational service corps is open to each and every Rotarian in the world.

Drafting Codes

Once he belongs to his craft association the greatest single opportunity for a Rotarian is to urge the adoption of a craft code, or the revision of the present code if it is not adequate.

Pamphlet 33

For specific information on the drafting of a code, Rotary International has prepared pamphlet 33, "Standards of Correct Business and Professional Practice." This pamphlet provides complete information for those members who ini-

tiate or work with others in writing or amending craft codes of standards of correct practice. Single copies may be obtained free upon request to the secretariat. Quantity lots sell at the rate of 5 cents a copy.

Place of the Small Businessman

Sometimes the small businessman or the man in a community of small population thinks he has no place in the national association of his craft. This is distinctly not true. In fact, the reverse is more nearly true, as the great bulk of the membership in most craft associations consists of business or professional men from small towns. Therefore, small towns and small business communities must provide the largest percentage of the workers for standards of correct practice—if Rotary's second object is to be achieved.

Meeting Other Objections

Sometimes sincere and scrupulous Rotarians have said that they cannot belong to their associations because of certain policies and practices. To this argument the answer seems clear. In such circumstances all the Rotarians concerned either should band together in their associations to insist on correct policies and practices or, if that is impossible, should join to form new associations that will work in accordance with such principles.

Is it fantastic or simply rational to suggest that the day might come when an association sign hanging over a man's place of business would mean for him, his accredited honorable badge of service, and for the public, its seal of security?

The late Raymond M. Havens, 1922-23 President of Rotary International, in his address at the Toronto Convention in 1924 went so far as to say, "If

there is any Rotarian who has no group which he can call his craft, it is doubtful that he should be in Rotary—because he is not representative of a class of service to society.”

A Rotarian's Obligation To His Craft Association

1. If it is functioning well, be active as a member in all its deliberations, always seeking to raise its standards of business practice and its standing in the business world.
2. If it is backward in achievement and purposeful activity, lead or support others in making it an effective instrument for craft betterment.
3. If its policies and practices show a deliberate intention of doing nothing, lead or support others to a complete reorganization on progressive grounds.

Are There Tangible Results in Vocational Service?

A person works more willingly and earnestly when he can see tangible results of his efforts. It is quite simple to inventory the achievements of a Rotary club in certain fields of activity, but it is a very difficult matter to inventory achievements as intangible as the

Rotarian's activities in vocational service and yet they are real results.

Results of vocational service in the craft association may take a considerable time to come to fruition, but when they do they are no less real than the results in community service, boys work, work for crippled children, etc. The visual results of service in a Rotary camp for boys, in a rehabilitated crippled child, etc., are no more striking than a craft code of standards of correct practice achieved by vocational service. As a matter of fact, when considered numerically, the craft codes affect the lives of more people than is possible in the altruistic services affecting the community.

When craftsmen in convention assembled adopt an adequate code of standards of correct practice for their craft which expresses the craft consciousness of right and wrong in business dealings, they have done something which will improve the business practices of thousands and affect perhaps millions of people.

So with anything else a Rotarian may do in vocational service—it may not get wide publicity—it may not appear outstanding—but if it contributes to betterment in the business and professional world, it is worth while. Unsung deeds are often the greatest.

TO THE CHAIRMAN OF THE VOCATIONAL SERVICE COMMITTEE

In the secretariat is a section specializing in service to clubs in communities the size of yours. It is headed by an experienced Rotarian who is eager to serve you and your club. He can provide you with suggestions as to programs on vocational service, descriptions of actual accomplishments in that field, and other papers. Address your communication to Rotary International, 35 E. Wacker Drive, Chicago, Illinois.

To

Chairman

COMMUNITY SERVICE

(Service to and within One's Community)

What Is Community Service?

Does the fact that a man belongs to a Rotary club make any difference in his attitude toward, and his contribution to, his community (the locality in which he conducts his business or in which he resides)? What difference does it make to the community that there is in it a Rotary club?

These are questions asked by Rotarians and non-Rotarians alike. Before there were Rotarians or Rotary clubs, men and organizations took part in one or another of the activities of the community. There were and there still are organizations for educational, charitable and various other civic purposes. There were and there still are men giving liberally of their time to the school board, the library board, the city council, or to some other group for temporary or permanent community activity.

When first he hears the term "community service," a Rotarian may think, "I have been giving all I can in time and in money to the community before going into Rotary. What more, then, can I do, as a Rotarian, in this thing called 'community service'?"

Understanding Community Service

To understand "community service" one must know that service to and within one's community means that, either as an individual or in conjunction with others, a Rotarian will be

thoughtful of and helpful to others by taking an active personal interest in his community as a group of families and people whose welfare is a matter of common interest;

studying his community's needs and problems, and how to meet and solve them;

supporting and being active in civic, educational, patriotic, philanthropic and other organizations having as their object the betterment of the community;

drawing public attention to possible measures for meeting community needs not already cared for;

initiating individually, or jointly with others, feasible measures for overcoming specific problems;

recognizing and fulfilling all his obligations as a citizen;

serving as an example to and aiding youth;

promoting good will between his town or city and the surrounding rural community;

promoting good will between his immediate community and neighboring towns or cities.

Rotary's Third Object

To influence Rotarians to be thoughtful of and helpful to others in the community is the third part of the Rotary program.

Specifically the third object is: "To encourage and foster the application of the ideal of service by every Ro-

tarian to his personal, business and community life."

Community Service Principles

In carrying out this object Rotary clubs have developed various community activities affording opportunities for service by their members. There are no rules for an individual Rotary club in the selection of community service activities, but the following principles are suggested by experience:

Community Cooperation

Because of the limited membership of Rotary, only in a community where there is no adequate civic or other organization in a position to speak for the whole community should a Rotary club engage in a general community service activity that requires for its success active cooperation of the entire citizenship.

Chamber of Commerce

Where a chamber of commerce exists, a Rotary club should not trespass upon or assume its functions, but Rotarians, as *individuals* committed to and trained in the principle of service, should be members of and active in their respective chambers of commerce. As good citizens, they should be interested in every general community service activity, and as far as their abilities permit contribute thereto.

Endorsements

As a rule, a Rotary club should not endorse any project, no matter how meritorious, unless the club is prepared and willing to assume all or a definite part of the financial and

other responsibility for the accomplishment of that which it endorses.

Publicity

A Rotary club, in selecting an activity, should seek primarily the opportunity to serve. While a club may initiate and lead in a movement, it should endeavor to secure the cooperation of all other organizations that ought to be interested and should seek to give them full credit.

Avoiding Duplication

A Rotary club should avoid duplication of effort, and in general should not engage in an activity that is already being well handled by some other agency.

Securing Cooperation

In all its activities, a Rotary club acts best and is most successful as an instigator. A Rotary club may discover a need but, where the responsibility is that of the entire community, it should attempt to awaken others to the need, seeking to arouse the community to its responsibilities, the club assuming leadership where necessary.

Individual or Group

Activities which enlist the *individual* efforts of all Rotarians are more in accord with the spirit of Rotary than those requiring corporate action by the club as a whole. This does not mean, however, that corporate action is prohibited. On the contrary, it is desirable that every Rotary club have some community service activity requiring the collective cooperation of all of its members. The collective community service ac-

tivities of a Rotary club should be regarded, however, chiefly as laboratory experiments designed to train *individual* members in service.

Community Service Work Varies

Community needs and agencies naturally differ in different communities. The following pages, therefore, will offer only suggestions of a general nature. Details will, of course, depend upon the local situation.

A proper understanding of the foregoing basic principles and of the following suggestions as to application will enable a Rotary club, especially a newly organized club, to avoid rushing into community undertakings before sufficient attention has been given to the fundamental purposes for which Rotary clubs are organized and to the community service agencies which already exist.

"Plan Your Work and Work Your Plan"

The most helpful principle to be observed by the community service committee is to avoid ineffective work. This can best be done by planning.

Following its appointment, the community service committee should prepare for presentation to the aims and objects committee of the club some definite plan of community service activities in which individual members may participate. As steps to take in constructing such a plan, the following outline is suggested:

1. Ascertain the need.
2. Determine what should be done to meet the need.
3. Decide who should do the job.
4. Discover who will finance the job.
5. Plan when the job should be done.

Step 1. Ascertain the Need

The first step in community service planning is, of course, finding out what community conditions require attention. To this end the club meeting may well be used as a forum for intelligent discussion of problems relating to the

community. (Suggestions for community service meetings may be found on page 9.)

The Community Survey

Almost essential in determining the need is the community survey. There are two types of surveys, which, for convenience of discussion, are called "general" surveys and "particular" surveys. The *general* survey scans the *whole field* of community activities and needs, uncovering conditions which seem to require further study. Periodically, perhaps every three to five years, a complete survey should be made in cooperation with other organizations. (See page 10.) In other years the community service committee of the club may be able to make a *general* survey without outside help. The study of *any one* of the conditions which a *general* survey reveals—crippled children work, juvenile delinquency, housing problems, etc.—is called the *particular* survey. This goes deeply into the particular condition and discovers details not visible from the general survey.

The community survey should reveal what activities are being carried on, as well as those for which there is a need. It should be determined whether those which *are* being carried on are being adequately handled.

Information concerning community service activities may be derived from the personal knowledge of members of the committee or may be obtained by them from club members and other sources.

Naturally, the size of the community, the size of the club, finances, workers available, and similar factors will limit the amount of survey work the club can and need do, but some sort of survey should precede *all* community service work, in order to avoid duplication with other agencies and to get the most effective results.

Step 2. Determine What Should Be Done to Meet the Need

One of the ways to determine what should be done to meet those needs which have been uncovered by community surveys is to make a member survey, to ascertain the man power available in the club to help meet the necessities of the community.

The Member Survey

The member survey aids the committee in planning its work, by ascertaining the interest of individual club members in community activities.

The first thought will be that the members of the committee know their fellow members so well that they are thoroughly acquainted with what they may be doing in community service activities. However, clubs which have

made such member surveys have found quietly at work many Rotarians who were not generally known to be active in community service.

Such information is valuable in that it enables the club to learn which members can best advise the club in community work. The data also will be of future value in indicating the qualifications of individual Rotarians for special work, in bringing to light individuals who are (possibly unconsciously) neglecting specific duties and responsibilities, and in providing an opportunity for the community service committee to enlist new recruits for community service work.

After the member survey has been made, the community service committee will wish to determine just what should be done to correct the needs uncovered in "Step 1." A discussion of *what* should be done will lead naturally to the third step, *who* should do it.

Step 3. Decide Who Should Do the Job

The *general* survey has revealed the needs within the community; the *particular* survey has selected and investigated these needs which should receive preferred or immediate attention; and the *member* survey has disclosed what man power is available within the Rotary club. The next decision is whether the need should be filled by some member of the club, by the club acting as a whole, by some one of the other agencies existing in the community, or by some new agency which might be created for this particular purpose.

In making this decision the committee should bear in mind that each indi-

vidual Rotary club has autonomy in the selection of such community service activities as appeal to it and are suited to its community. But no club should allow itself to become so involved in any community activity that it forgets or neglects the other objects of Rotary. The well balanced Rotary program should be kept always in mind.

Other Community Agencies

In the average community will always be found some of the following agencies: churches, parochial schools, and church societies; Sunday schools; evening or special schools; fraternal bodies; a chamber of commerce, commercial club or businessmen's association; charitable organizations, humane societies, women's clubs; an advertising club, better business bureau, creditmen's association, real estate board, automobile club; trade groups, labor groups, farm bureaus; and various other educational, patriotic, and historical societies. Although organized for a specific purpose, most of them also undertake some activity for the betterment of the community.

In addition to all these, there are the city officers, county officers, and state (or provincial) and federal agencies at work in the community. Many of these officers or agencies are keenly interested in opportunities to improve the civic conditions of the community.

One of the greatest opportunities before the Rotary club is that of helping to establish the right relationships between these many agencies and particularly between those who direct policies so that all may work with a common purpose.

The Community Service Council

Sometimes this can best be accomplished through the formation of a community service council on which it will be desirable for Rotarians to serve and in which it will be possible to coordinate, and in many instances to combine, community efforts.

It is in this service that the Rotary club frequently does its best work. Many communities find themselves burdened with a host of semi-charitable organizations. Because of a lack of close cooperation, many of these organizations duplicate each other's activities and there is no one group strong enough to persuade each organization to select the field best suited for its endeavors and to leave the other fields to other specialized organizations.

The Rotary club, representing as it does a cross section of the business and professional life of the city, is in a position to endeavor to persuade such organizations to confine their efforts within such bounds as will avoid duplication and be most effective. An example of this has been the insistence in many localities upon the establishment of a Community Charitable Fund or Federated Charities Budget, in which all charitable organizations of the city are brought together for fund raising purposes and placed under the supervision of a joint budget commission, representing the chief contributors to the fund and general civic organizations.

An Example

The general survey may have indicated that many boys in the community

are not reached by the Boy Scout program. The particular survey may have revealed that while there are Boy Scout troops within the community, sponsored by other organizations, they are not functioning to a maximum of efficiency because of lack of support and leadership. Instead of organizing still another troop to be sponsored by the Rotary club it may be advisable for the club to offer its cooperation in order to strengthen the troops that are already in existence. When this job has been completed, the club can decide whether another troop is needed.

Step 4. Discover How the Job Will Be Financed

If it is decided that the club as a whole or some *individual* Rotarian or Rotarians in behalf of the club should undertake to respond to the community need, there will probably be some expense to the Rotary club. Should this expense be taken from the club treasury? Should there be perhaps a benefit performance of some kind given to raise special funds for the specific purpose? It may be advisable for the club to secure pro rata contributions through a community service council from each of the interested groups in the community. Or is there some other source within the community from which the funds may be secured for carrying through the project? These are all questions which the community service committee will wish to discuss.

It is always possible that the club may find that it can turn the project over to some agency so budgeted that it can finance the project.

Financing Community Service Activities

As a general practice, items for community service activities should not appear in the club budget, or be cared for by club expenditures. To finance community service activities in this way may work a hardship on some individual members. A member's obligation should be limited to his share of the necessary club expenses.

An exception to this general practice may become necessary if it appears that, as a result of some past policy, the club must meet a standing liability which should be distributed equally among the members.

Some clubs establish a special community fund to which each member may give according to his interest and ability. This is consistent with the spirit of Rotary personal service. By not publishing the names of contributors to the community service fund, embarrassment of individual members is avoided. No member should feel that club pressure impels him to give more than he can reasonably afford.

It has been found advisable by Rotary clubs to establish a rule that no outside agency be permitted to collect or directly solicit funds at Rotary meetings. Such a rule relieves the club and its officers from embarrassment.

Members may be lost if belonging to the club becomes too expensive for them. Increased expense in responding to special appeals should, therefore, be avoided and a definite policy adopted on financing community service which will leave the individual Rotarian free to contribute or not according to his interest and his means.

Step 5. Plan When the Job Should Be Done

A number of Rotary clubs plan community service over a period of years, thus avoiding disjointed efforts due to a change of committeemen each year. Some clubs lay out a three-year or a five-year plan for community service, taking the most urgent needs first, and then working toward the broader aspects of community service over a

period of years. There is much to be said in favor of such a plan.

Action Next

When the community service committee of a club has considered the various steps outlined above, and its proposals have received approval, it is ready to enlist the members in the selected community service activities. It has planned its work; it is now ready to work its plan.

Types of Activity

For convenience of discussion, community service activities may be divided into two groups:

- Boys Work and Youth Service Activities
- Civic Welfare Activities

Boys Work and Youth Service Activities

Activities in this group have been to many clubs the most popular phase of community service. From the central office of the secretariat the committee can obtain a convenient check-list of over 250 actual Boys Work and Youth Service activities which have been reported by Rotary clubs. This list includes specific activities under such general headings as:

- Achievement Contests and Projects
- Athletics
- Bands and Orchestras
- Boy Life Surveys
- Boys and Girls Week
- Boys' Clubs
- Boys' State

- Camps
- Citizenship
- Father & Son (or Daughter) Meetings
- Fund Raising
- Hobby Fairs
- Hostels
- Juvenile Delinquency
- National Defense
- Occupational Guidance & Placement
- Playgrounds
- Recreation
- Rural Youth
- Safety
- Scholarships & Awards
- Schools
- Scouts—Boy, Girl, Sea, Cub
- Skating Rinks
- Student Guests
- Student Loan Funds
- Underprivileged Children
- Christmas Activities
- Y.M.C.A.

For further details of boys work and youth service activities, the following pamphlets may be consulted:

- Boys Work by Rotary Clubs—No. 18
- Rural Youth—No. 41
- What a Man Can Do for a Boy—No. 43
- Youth Service by Rotary Clubs—No. 16
- Rotary Club Student Loan Funds—No. 42

Civic Welfare Activities

The community service committee of the club can also obtain a convenient check-list of over 300 general community service activities that have been actually reported by Rotary clubs. Ask for the "Community Service Check-list" available from Rotary International, 35 E. Wacker Drive, Chicago.

This list includes specific activities under the following general headings:

- Adult Education
- Advisory Councils
- Athletics
- Aviation
- Bands and Orchestras
- Beautification of Community
- Blind Relief
- Chamber of Commerce
- Charity and Relief
- Christmas Activities
- Citizenship
- Civic Recognition
- Clinics
- Community Advertising
- Community Centers
- Community Chests
- Community Festivals
- Community Improvement
- Community Surveys
- Conservation
- Cooperation with Churches
- Crippled Children
- Day Nurseries
- Fire Prevention
- Fund Raising
- Health
- Highway Improvement
- Hospitals
- Housing
- Libraries
- National Defense
- New Industries
- Parks
- Playgrounds
- Public Meetings
- Radio Programs
- Recreation

- Red Cross
- Rural-Urban Acquaintance
- Safety
- Schools
- Skating Rinks
- Swimming Pools
- Tree Planting
- Unemployment
- War Service
- Y.M.C.A. (Youth Service and Community Service)

NOTE: The two check-lists will be helpful in making a survey to determine which activities should be undertaken in the community. After an activity has been selected the secretariat will gladly provide whatever detailed information is available or furnish references as to where the information can be obtained.

One of the most popular Rotary activities the world around is that of aiding crippled children. It is estimated that nearly 2,000 clubs have interested themselves in the work of discovering neglected crippled children and providing for care to cure or improve their condition. The pamphlet "Crippled Children Work by Rotary Clubs" (No. 40) contains further information in regard to this activity.

The term "Rural-Urban Acquaintance Promotion" has grown up among Rotary clubs to indicate the development of good feeling between town dwellers and country dwellers. Through acquaintance come friendship and understanding, and through these the recognition and solution of problems of vital interest to all. This activity seems to be growing more and more popular every year. The pamphlet entitled "Rural-Urban Acquaintance Promotion" (No. 39) contains further information on this activity.

Further Suggestions on Activities

A Word to the Small Club

Even a small club can discover local needs, give attention to them, or perhaps encourage the setting up of a suitable executive body to deal with them. In the smaller cities many of the agencies mentioned in this pamphlet do not exist. This should not diminish the club's interest in community service. The activities of the club will conform to local conditions.

Where a permanent organization is created as the result of a community survey, members of the Rotary club, as *individuals*, will naturally give this organization their continuing support.

The Rotary club is made up of successful business and professional men. It cannot afford to be identified, in the public mind of the community, with any unsuccessful community projects. Therefore, be sure before you start. Is the project feasible as a Rotary club project or local community undertaking? First be sure; then go ahead.

Suggested Meetings on Community Service

Successful effort in this phase of Rotary service is in a large measure dependent on the recognition of the individual Rotarian's responsibility in community service. Early in the year a meeting for the presentation of this subject is advisable. The chairman of the community service committee or some other well-qualified Rotarian should stress the fact that each Rotarian should personally put the ideal of service into active practice in his

community life. It is a responsibility which he, as a Rotarian, cannot escape.

If the community service committee is planning a community survey (See pages 36-38, Pamphlet No. 3, "The Rotary Program"), a meeting of the club should be devoted to a consideration of the project.

A later meeting should relate to a subject similar to the following: "The Opportunity of the Rotary Club of _____ in Community Service."

At this meeting the community service committee will make a report to the club members as to the findings which have resulted from the survey of community activities. The meeting may then be resolved into an open forum for a discussion of ways and means by which Rotarians can best meet the uncared-for needs discovered by the survey. From such a forum an interesting and worth-while meeting is assured.

Club meetings given over to community service topics are of vital importance if the members of the club are to have a true sense of perspective in this field of Rotary activity.

Summary and Conclusion

(Rotary's policy in community service as expressed in "Resolution 34" will be found in the Manual of Procedure, Pamphlet No. 35.)

Summarized, the policy of Rotary in regard to community service is a simple one: That the Rotary club usually should try to see that the community as a whole, through some existing agency or one to be created, provides the needed service. Occasionally coopera-

tive projects by the club as a whole are desirable.

The Rotary club can be most effective if it will initiate or cooperate in providing the means for a healthy and effective relationship between the public and voluntary community organizations. While the policy may be briefly stated, there can be nothing brief about the program. Effective community serv-

ice is a continuing process and the expression "eternal vigilance is the price of safety" holds as true for community service as for any phase of life.

Those Rotary clubs which plan for the long pull, which plan their work and then work their plan, will be able to contribute most to the furtherance of that important Rotary activity known as community service.

Plans for a Complete Community Survey (in cooperation with other organizations)

1. Appoint Rotary Survey Committee

Discuss within the club the possible need for a community survey. The club members being in agreement that such a survey should be *considered*, there should follow the appointment of a strong and impartial committee of Rotarians interested in a survey.

2. Secure Cooperation of Chamber of Commerce

The Rotary survey committee should consult the local chamber of commerce to ascertain whether a community survey has already been undertaken by some other group in the community. If none is under way, secure the interest, support, participation, and, if possible, leadership of the chamber. A Rotary club cannot, because of its unique plan of membership, represent the opinion of a community, whereas a chamber of commerce, because of the inclusiveness of its membership, can, and should, represent and be prepared to express community opinion.

3. Call Organization Meeting

The Rotary survey committee then

issues a call to all local welfare, civic, and service organizations, together with representatives of the local government, to appoint three or more delegates representative of each organization to attend a meeting in the interest of community service.

4. Organize Community Survey Council

Upon assembling, the representatives included in the call proceed at once to organize, all sharing equally in voting for officers. These should be a chairman, as many vice-chairmen as there are organizations represented, a secretary, and a treasurer. The meeting is then given over to brief discussion of the value and power of coordinated community teamwork for the benefit of the common welfare. No action by this council, however, is binding on any organization represented, nor can this council assume to usurp the prerogatives and constitutional powers vested only in the membership, board of directors, and duly elected officers of the individual organizations represented.

5. Prepare Survey Questionnaire

Community or civic work varies as much in different communities as do the agencies for undertaking such work. The object of a community survey is to ascertain the community needs, and to record expression of community opinion as to proposed activities. The council may prepare a brief, simple questionnaire card to go to the membership of the organizations represented. Such a card might include, among other things, the following questions:

1. What should be the first and most important community undertaking to be engaged in?

2. Name additional community needs.

(a) -----

(b) -----

3. Are there local agencies prepared to engage in your suggested community projects? If so, name them.

6. Analyze Returned Questionnaires

Each subcommittee or group of delegates, after a specified time, will collect all the questionnaire cards submitted by the members of its organization and list and classify the returned questionnaires to show preference expressed.

7. Assemble Analyses of Questionnaires

At the end of a stated period, all subcommittees or delegates will submit their returned questionnaire cards to the council, with a copy of the lists referred to in (6) above. (It is advisable to enlist the interest of the local press in the proposed survey and to have a similar questionnaire printed in the local press for a brief period in order to give full opportunity to every citizen of the community to express an opinion. This survey is a community matter; it should be of interest to all the community.)

8. Prepare Survey Report

The returns and cards all in, the council then completes its findings in the form of a community survey report, to go to each member group. The report may also be printed in the local newspapers.

9. Plan for Community Service Activities

If an apparent strong community sentiment develops to undertake the promotion of one or more of the community projects suggested by a majority in the community, a new community organization may be set up to determine ways and means for carrying out the recommendations of the community survey council.

10. Set up New Body for Action

It may be considered desirable to continue the survey council in power as a "project committee," with allied campaigning, supervisory, and finan-

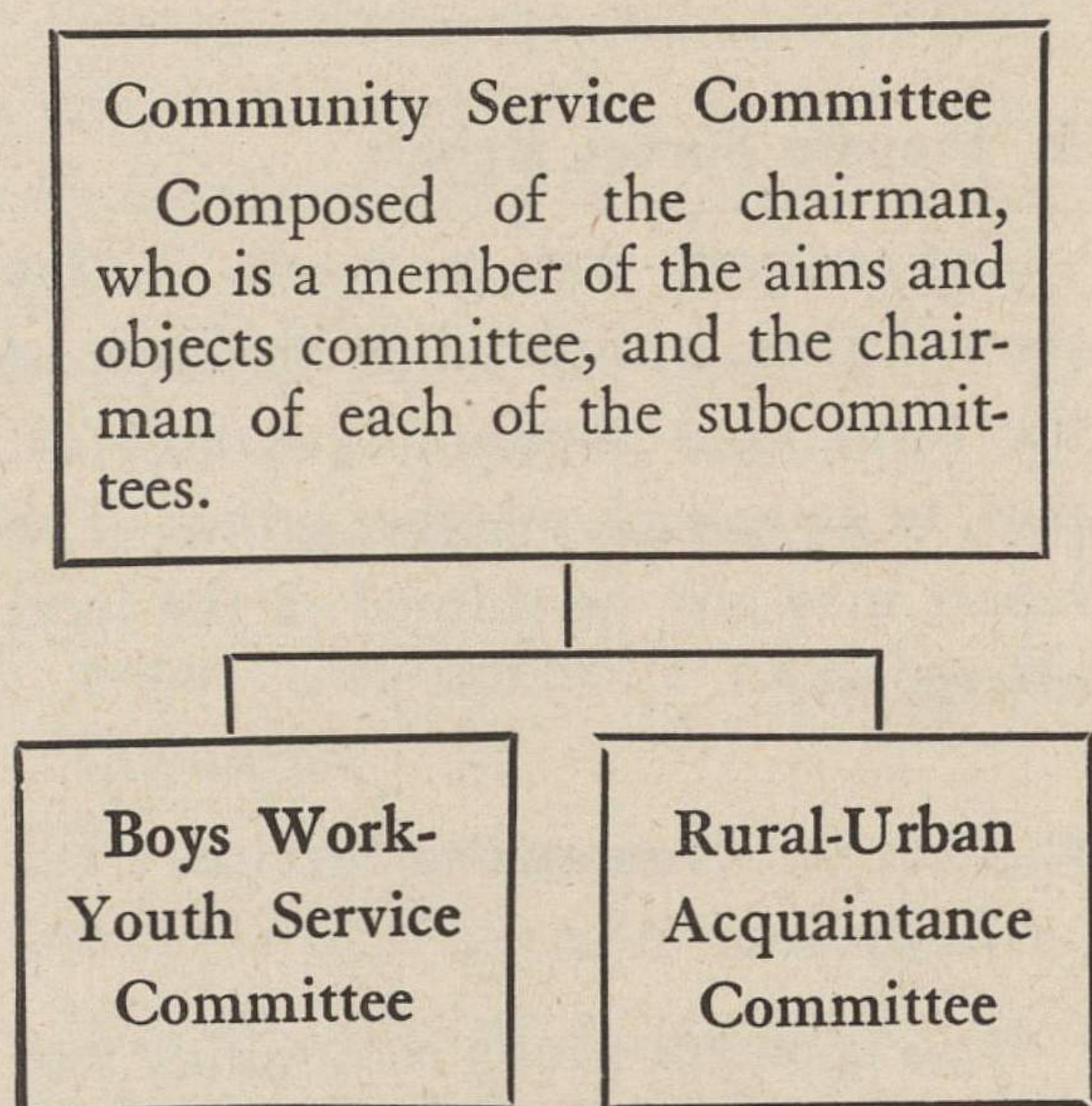
cial ramifications. Or the project/s may be referred to existing community organizations for furtherance, or a new ad hoc or permanent community organization (or organizations) may be brought into being to promote the project/s. (See page 31, Pamphlet No. 3, "The Rotary Program," for suggestions on a community service council.) In the latter instances, the survey council will dissolve.

The resulting activities of any project committee which may be set up should be called and considered community activities, and in no manner be labeled as Rotary activities.

* * *

Other plans for community surveys may be secured from the offices of the Secretariat of Rotary International.

Organization Chart and Explanation



(and any other committees, depending on size of club)

Some Rotary clubs have the following subcommittees:

Boys work (satisfying needs of boy life of community).

Youth service (helping young men and women—usually between sixteen and twenty-four years of age—to find a place in the economic and social life of the community).

Crippled children (aiding crippled children to become healthy assets to the community).

Student loan fund (devising ways and means to increase assets of student loan fund and supervising its operation).

Rural-urban acquaintance (promoting understanding between residents of town and country).

TO THE CHAIRMAN OF THE COMMUNITY SERVICE COMMITTEE:

In the secretariat is a section specializing in service to clubs in communities the size of yours. It is headed by an experienced Rotarian who is eager to serve you and your club. You are invited to discuss your community service problems with him. He can provide information based on the actual experience of other clubs similarly situated. Address your communication to Rotary International, 35 E. Wacker Drive, Chicago, Illinois.

Q

To
Chairman

THE BOYS WORK COMMITTEE

(Usually a Subcommittee of the Community Service Committee)

The boys work committee is composed of a chairman who is a member of the community service committee, and such other members as the needs of the local club may require. In a small club it may consist of but one member, whereas in a large club it may have several.

The boys work committee acquaints itself, through surveys and by other means, with the needs of the boy life of the community, recommends such action as it believes may promote the development of boys into good citizens, and carries out such boys work as the club may authorize.

As guides for the boys work committee Rotary International has published two pamphlets, (No. 18, "Boys Work by Rotary Clubs," and No. 41, "Rural Youth"). Copies of these pamphlets should be found in the club secretary's office. He can get additional copies, if desired, from the secretariat.

Pamphlet No. 43, "What a Man Can Do for a Boy." Single copies, gratis—25c for ten copies. It contains suggestions for boys work by individual Rotarians throughout the year.

Pamphlet No. 44, "Boys and Girls Week—Manual of Suggestions." Gratis. It tells how to organize this event and outlines activities to consider.

For the assistance of this committee Rotary International prepares a number of suggestions, or program outlines, based on successful programs in Rotary clubs, and on addresses and articles in the field of boys work. This material may be obtained by addressing the secretariat of Rotary International.

Boys Work Activities

There are many activities through which Rotary clubs and individual Rotarians can help boys to help themselves. If the committee does not have an up-to-date survey of boy life in the community, arrangements should be made at the beginning of the year for such a survey so that definite needs may be ascertained and plans laid and steps taken for doing something concrete to meet these needs. This information is desirable whether the club functions as a unit or through its individual members.

Suggestions for making a survey will be found in the boys work pamphlet already mentioned (No. 18).

Upon request from the secretariat the committee can obtain a convenient check-list of over 250 actual boys work and youth service activities that have been reported recently by Rotary clubs. This list will assist a committee in selecting appropriate local activities.

Boys Work Agencies

In practically every community there are agencies (such as Boy Scouts, Y.M.C.A., and many others) that are devoting all or most of their effort to boys work. In almost every instance these organizations could be even more effective if they had whole-hearted community support for their activities.

Where these agencies exist the Rotary club may wish to devote a considerable part of its boys work effort in the direction of close cooperation with these other organizations. At any rate the Rotary club should avoid initiating an activity which will be substantially a duplication of the service to boys which

is being offered locally by an existing agency. If there are several of these agencies the club may wish to appoint a subcommittee of the boys work committee to cooperate with each. On the other hand, if no such agency has been established locally, the club may take the leadership in creating a community-wide interest which will succeed in getting the needed organization started. Upon request the secretariat will provide a list of these organizations together with the addresses of the central or regional offices from which information can be obtained.

Types of Boys Work

Among the many aspects of boys work to which the committee might give attention are the following:

1. Opportunities in the community for healthy physical growth.
2. Opportunities for basic education, vocational training, etc.
3. Juvenile delinquency.
4. Occupational guidance and placement.
5. Appreciation of and training for citizenship.

Boys Work in Wartime

While we are giving all credit and every possible attention to the boys who are wearing the uniform of their country, let us not forget that there is another generation of boys, too young for military or naval service, who are also having their problems as a direct result of the war. They are living and growing up in an abnormal period and need the helpful cooperation and guidance of their elders more than ever before. Boys work by Rotary clubs, therefore, takes on a new and added significance and each Rotary club should re-survey

the local situation in the light of today's conditions and plan its work accordingly.

The period during and following a major war is usually marked by a serious increase in juvenile delinquency. This is due in part to a war psychology, but perhaps a great deal of this letting down in moral standards can be traced to a weakening of the institutions responsible for character building. This may be due to a loss of manpower (leadership), to a reduction in needed financial assistance, or because adult attention is focused on the broader field of world events. The Rotary club can do much to see that these important character building agencies—the home, the church, the school, and special community organizations—do not suffer for lack of adequate support and encouragement during this critical period.

The war psychology can even be used to advantage in developing a more efficient boys work program within a community. The excitement of war has appeal to the imagination of the average boy. He pictures himself as the hero if the fortunes of war should bring its horrors to his door. He is eager to prepare himself for any eventuality. If he can be shown, for example, that Scouting, with its training in first aid and its general program which leads to self reliance in any emergency, would help to fit him for service to his country, it is likely that he will enter into the spirit of Scout work with a renewed enthusiasm. Make the boy an active partner in any local plans for civilian defense and his natural enthusiasm can be directed into safe channels. Recreational facilities should be maintained—even improved. School standards should not be lowered. Boys need help in selecting careers. Through friendly interest the boy should be made to feel he is an important citizen of the community.

To.....

Chairman

THE CRIPPLED CHILDREN COMMITTEE

(Usually a Subcommittee of the Community Service Committee)

The crippled children committee is composed of a chairman who is a member of the community service committee, and such other members as the needs of the local club may require. In a small club it may consist of but one member, whereas in a large club it may have several.

The crippled children committee studies the needs of the community, considers the steps necessary to provide a remedy, and makes recommendations to the board of directors as to the best procedure. It then assists in carrying out such plans as the board of directors and the club may authorize.

As a guide to the crippled children committee, Rotary International has published a pamphlet (No. 40) "Crippled Children Work by Rotary Clubs," which offers suggestions for activities, and presents references where additional information can be obtained. A copy of this pamphlet should be found in the club secretary's office. He can get additional copies if desired from the secretariat.

The central office of the secretariat of Rotary International has on file information concerning the work of crippled children committees in many communities.

* * * * *

THE CRIPPLED CHILD'S "BILL OF RIGHTS"

(Adopted by the World Conference on the problem of the cripple, The Hague, Netherlands, 1931. This is a digest. The complete text may be secured from the secretariat.)

1. Every child has the right to a sound body.

2. Every child has the right to develop under clean, wholesome, healthful conditions.

3. Every crippled child has the right to the earliest possible examination, diagnosis, and treatment.

4. Every crippled child has the right to the most effective continuing care, treatment, and nursing.

5. Every crippled child has the right of the first nine.

6. Every crippled child has the right to training for a suitable vocation.

7. Every crippled child has the right to vocational placement.

8. Every crippled child has the right to considerate treatment.

9. Every crippled child has the right to spiritual, as well as bodily, development.

10. This article is a recapitulation of the first nine.

ESSENTIAL STEPS IN A PROGRAM OF CRIPPLED CHILDREN WORK

The following steps apply only to a community where there is no existing agency for crippled children work. Where there is such an agency, the steps should be modified in accordance with local circumstances.

1. The Survey

The first step is a local survey to determine the number of crippled children in the community. Information on the necessity for a survey, how to organize it, and how to get proper publicity is given in Pamphlet No. 40.

2. The Clinic

The second step is the organization of a clinic or a series of them to determine what needs to be done in individual cases. Information on this phase of the program is contained in Pamphlet No. 40.

3. Follow-up Work

The third step is that of following up on the conditions revealed by the clinic, which includes consideration of the following phases:

1. Classification of cases.
2. Treatment of those curable or improvable.
3. Providing of orthopedic appliances.

4. Convalescent or after-care.
5. Placement of cases in boarding homes, local institutions, etc.
6. Education (general)
 - (a) In convalescent schools
 - (b) In special classes in public schools
 - (c) Bedside instruction for "shut-ins"
7. Vocational training
8. Vocational placement
9. Transportation

4. Formation of Local, State or Provincial Societies

When a good start has been made in crippled children work locally, the need for and the efficacy of the work having been proved, an effort should be made to enlist general community cooperation in the formation of a local society for crippled children work, this ultimately combining with other similar societies to form a state or provincial society to work for government legislation in the interests of crippled children. The work of prevention, difficult for a Rotary club to handle, can very readily be taken up by such a society. (This phase of the work is treated in Pamphlet No. 40.)

NOTE: In the strain and stress of war activity there may be a tendency in some communities to forget, or at least to neglect, the important work of rehabilitating the crippled child. The war will present the problem of caring for those who are maimed for life. To this burden should not be added those who can be saved for a life of usefulness if corrective measures are applied in time. This year, more than ever, it is important that each community seek out its crippled children and try to develop a plan for conserving these human resources.

To

Chairman

THE RURAL-URBAN ACQUAINTANCE COMMITTEE

(Usually a Subcommittee of the Community Service Committee)

The rural-urban acquaintance committee is composed of a chairman who is a member of the community service committee, and such other members as the needs of the local club may require. In a small club it may consist of but one member, whereas in a large club it may have several.

The rural-urban acquaintance committee seeks to extend the sphere of Rotary influence in community service so that it may include adjacent rural territory. In other words, it seeks to develop a better understanding between residents of town and country.

As a guide to the rural-urban acquaintance committee, Rotary International has published a pamphlet (No. 39) "Rural-Urban Acquaintance Promotion," a copy of which should be found in the club secretary's office. He can get additional copies, if desired, from the secretariat.

Rural-urban acquaintance promotion may be accomplished to a certain extent through work for rural boys. This type of service is described in Pamphlet No. 41, "Rural Youth." Cooperation with the boys work committee would be desirable if this approach to rural-urban acquaintance promotion were selected.

The central office of the secretariat of Rotary International has on file information concerning the work of rural-urban acquaintance committees in many communities.

A Few Questions Concerning Rural-Urban Acquaintance Promotion

(Digest of complete answers to be found in Pamphlet 39.)

1. What is the most popular method used by Rotary clubs to develop rural-urban acquaintance?

Designation of certain regular club meetings for the entertainment of rural guests.

2. What type of program should be arranged for a rural-urban meeting?

One that will be of equal interest to both farmers and their Rotarian hosts, and will help to create a feeling of good fellowship.

3. What is the value of visits to rural communities?

They promote better understanding than is possible in an urban setting.

4. Is there opportunity for rural-urban acquaintance work in the larger Rotary clubs?

There are various effective methods of cooperation.

5. How may Rotary clubs maintain a constant contact with the farmers?

The club should have a well-balanced rural representation in its membership.

FELLOWSHIP OF URBANITES AND RURALITES

(Digest of Article by Rotarian Paul C. Rouzer, Keyser, West Virginia, U. S. A.)

We have all heard the slogan: "Get acquainted with your neighbor, you might like him." Let me paraphrase it as follows: "Get acquainted with the rural people, surrounding your city; you should understand them and they might like you better."

Country folks differ from city people in only two ways; where they live and what they do. They are the original producers of food stuff and we are as much dependent on them for raw materials, as they are dependent on us for processed and manufactured goods. Many rural people have more capital invested in their business than we city folks have in ours, and some have more deposited in our banks than we have. Without them we would not only fail, but starve.

These rural people buy from us and sell to us. Do we go out and meet them in their environment? You can't understand a man, unless you get well acquainted with him; where he lives and works. Mutual understanding comes from contacts and we must not allow these visits to be one-sided.

What are farmers' interests? Their farms, their churches, their schools, their farmers' and farm women's and boys' and girls' clubs, their fairs, their homecomings and reunions are their life.

There are a number of methods for making understanding contacts with farm people. An annual Rotary-Farmer

Banquet, at which farmers and Rotarians talk over their common problems. Good fellowship always pays big dividends, both in cash and friendship.

A merchant may talk before a farmers' organization, telling of his overhead expenses and explaining why his selling prices are so much higher than the price he pays to the producers. Business secrets (so called) are the cause of much unwarranted criticism and misunderstanding.

A city family visiting a farmer with the idea of making a small purchase of a farm commodity, coupled with a real interest in the farmer's mode of livelihood is good business and good Rotary. We trade with people we know and like. We buy from the merchant we like best. It's the human thing to do.

Many Rotary clubs loan money to 4-H club members to purchase seed potatoes, seed corn, pure bred pigs, calves or lambs. Thus a contact between a city family and a farm family is maintained throughout a crop season or the life of the animal and may be extended indefinitely. Frequent visits to see the growing crop or animal and the developing boy or girl make for growth of understanding.

Provincialism can't live long where there are telephones, hard surfaced roads, autos, newspapers and radios. We all have a common interest. Only our vocations differ. We all seek happiness, truth and the greatest good.

As a Wartime Activity

The war has made the farmer more indispensable than ever. He is called upon to produce more—and then more—of the vital foodstuffs that are needed at home and abroad. At the same time the war has brought new problems to the farmer—labor shortages, difficulties in obtaining certain equipment, etc. The city man, of course, has his problems too. The Rotary club which helps to bring about a closer working arrangement between the two groups is doing an effective wartime service.

To

Chairman

THE YOUTH SERVICE COMMITTEE

(Usually a Subcommittee of the Community Service Committee)

The youth service committee is composed of a chairman who is a member of the community service committee, and such other members as the needs of the local club may require.

The youth service committee devises and carries into effect plans to give assistance and counsel to young men and women (generally speaking, from 16 to 24 years of age), to develop them along the line which will best prepare them to become useful members of society, and also to help them subsequently to function in accordance with their preparation and capacity.

As a guide for the youth service committee, Rotary International publishes Pamphlet No. 16, "Youth Service by Rotary Clubs," with which each member of the committee should be familiar. A copy of this pamphlet should be found in the club secretary's office. He can get additional copies if desired from the secretariat.

Pamphlet No. 41, "Rural Youth," should be especially helpful to committees in rural areas.

Occupational guidance, training, and placement are important aspects of youth service. They are treated in several mimeographed papers which may be secured free from the secretariat.

The board of directors of Rotary International is of the opinion that it is desirable for Rotary clubs to convene conferences of youth and adult members of the community as a start in developing a youth service program. This method, known as a youth panel, has been used with great success by a number of Rotary clubs. File No. 698, which describes this activity and includes a diagram for the seating of participants and suggested questions for

the use of the leader may be secured from the secretariat.

Youth Service—More Important Now

The crime wave that followed World War I was no accident! Rotary clubs, Rotarians and others interested in the welfare of youth should be on the lookout. The United States, Canada, Australia and other countries report increasing waves of juvenile delinquency, and from London comes the report that youth under 21 now constitute 48% of those arrested for lawbreaking.

That this situation is not peculiar to the twentieth century is proved by a clergyman who served during the Revolutionary War of the American Colonies when he wrote of the war's "impetus to social offenses"; and again, during the Napoleonic Wars 19th century commentators complained that in Old Bailey, London, the number of criminals condemned was much greater than before the wars.

The causes of these wartime crime waves—closing of schools, lack of proper supervision, general let-down in moral attitudes and loosening of family ties—can be checked by methods that are discussed in File No. 674.

Character building programs for youth are as vital to the nation's interests as are the more obvious war efforts of building guns and ships. The future welfare of the nation depends upon what we do now for our youth. "Crime prevention" should be a watchword of the times.

To assist youth effectively in wartime, Rotary clubs can cooperate with youth-serving agencies in directing the enthusiasm and energy of youth in assisting the war effort.

To _____

Chairman

THE STUDENT LOAN FUND COMMITTEE

(Usually a Subcommittee of the Community Service Committee)

The student loan fund committee is composed of a chairman who is a member of the community service committee, and such other members as the needs of the local club may require. In a small club it may consist of but one member, whereas in a large club it may have several.

The student loan fund committee devises ways and means of increasing the assets of the student loan fund and supervises the operation of the fund.

As a guide to the student loan fund committee, Rotary International has published a pamphlet (No. 42) "Student Loan Funds," a copy of which should be found in the club secretary's office. Additional copies can be secured, if desired, from the secretariat.

Specific information concerning the work of student loan fund committees in various communities is obtainable from the central office of the secretariat.

A Few Questions and Answers Concerning Student Loan Funds

The following questions suggest some of the important decisions to be made in relation to student loan funds. These topics are discussed more fully in Pamphlet No. 42.

1. Is it worth while to operate a student loan fund?

The vast majority of Rotary clubs which are maintaining and administering student loan funds are finding this work to be extremely worth while. The investment as a rule is paying splendid dividends in the contributions that the young men and young women, who have been assisted, are making to society in various fields, literature, arts, science, and business.

2. Should there be a separate student loan fund committee?

The experience of many Rotary clubs indicates the advisability of having a separate committee to administer the student loan fund.

3. What are the best methods of raising money for a student loan fund?

Voluntary donations from members appears to be the most popular method of raising funds. Birthday funds, etc., are also successfully used.

4. What requirements should a student meet to be eligible for a loan?

Most successful funds require the following qualifications: high scholarship, good character, a third or fourth year rank in college, willingness to work for approximately one-half of the expense of attending college, and residence within the territorial limits of the club.

5. What security should be demanded from the student?

Most successful funds require the student to sign a promissory note endorsed by one or more responsible parties and also protected by a life insurance policy with the local fund named as beneficiary.

6. Should parents sign the student's note?

There is a division of opinion on this question. Several highly successful loan funds require that the parents endorse the student's note if he is a minor. Others require that parents sign only when they are real property holders. It seems advisable under the circumstances to require the endorsement of at least one non-relative in addition to the parents' signature, since a student who borrows from a club

may come from a home where there can be but little financial aid given.

7. Should interest be charged? and, if so, what rate?

The experience of most clubs has been that it is well to charge a nominal interest rate from the time the loan is made, as this impresses the student with the business-like nature of the transaction and brings in sufficient returns to pay for the administration of the fund and to offset losses. Most successful funds charge 4%, 5% or 6% interest, with the latter rate the

most popular. Many clubs make such arrangements that the students' notes do not bear interest until after the date of their graduation from college.

8. What method of repayment should be employed?

Data received from clubs indicates that the monthly installment repayment method has succeeded best. It possesses the advantage of definiteness, parallels good business practice, and provides for a systematic retirement of the loan in amounts that are in proportion to the person's ability to pay.

STUDENT LOAN FUNDS AND THE WAR

Many schools are advancing their schedules, eliminating summer vacations, etc., to help students graduate before being called for military service. This will mean that some students, who have been more or less self-supporting will find that they do not have the opportunity for summer employment, and, therefore, may need outside assistance in order to meet the necessary expenses. Many of these students will be worthy of special consideration by the student loan fund committees of Rotary clubs. It should be recognized, of course, that arrangements for repayment of the loan may have to be more liberal than usual.

A similar problem will be presented to those Rotary clubs that have outstanding loans. In many instances the loan cannot be repaid until the recipient has completed his period of military service and has time to make the necessary adjustments upon return to civilian life. This fact should be taken into consideration in planning the loan budget for the year.

A new suggestion, born of wartime needs for skilled workers, has been made that Rotary clubs might use their student loan funds to assist men and women to prepare themselves as welders, machinists, air craft workers, ship builders, and other trades vital to the war effort.

To

Chairman

INTERNATIONAL SERVICE

(Advancing International Understanding and Good Will)

What Is International Service?

"To encourage and foster the advancement of international understanding, good will, and peace through a world fellowship of business and professional men united in the ideal of service"—this is the fourth object of Rotary. It is an international extension of the other three objects.

To understand "international service" one must appreciate that this phase of service is the Rotarian's effort to extend his horizon of thought and action beyond the borders of his own country. While he is a sincere and patriotic citizen of his own country, he desires to be thoughtful of and helpful to men of other lands and with them to advance international understanding and good will. This he seeks to accomplish by

developing his own understanding and good will with regard to peoples of other countries;

getting acquainted with people of other countries through personal contact in the Rotarian's own community, or by travel and attendance at conventions, etc., through reading and correspondence;

extending his knowledge of other countries and their culture, customs, accomplishments and aspirations;

trying to understand the point of view of peoples of other countries with regard to their problems;

becoming informed about the policies and issues which draw nations together or cause conflicts between them;

helping to arrange events such as forums, lectures, pageants, exhibits, etc., by which such knowledge of other countries and their peoples may be acquired;

studying what he, as a citizen, can do to make and keep his own country a worthy member of the family of nations—and then doing it;

studying post-war problems and Rotary's place in a post-war world. encouraging others to do all or some of these things.

Many Avenues Still Open

Rotarians should continue to work increasingly and with their best thought and effort to achieve the fourth object. While it is true that some opportunities have been lost, many others remain, providing a greater opportunity for Rotarians than before.

The war, with all of its cruelty and devastation, has opened a wide avenue for the development of understanding. Certain countries, whose people generally thought they had little in common, have been brought together in a

“community of interest.” For the first time they realize fully the meaning of interdependence of nations. Rotary clubs can and should capitalize on this opportunity to develop a complete understanding between people which will result eventually in the building of a world economy on a basis of mutual welfare.

International understanding and good will must start with the individual if he is to be a sufficiently intelligent citizen of his country to have an influence in bringing about better relations between countries. Approaching international service from this angle it is clear that even with most of the world at war there are still as many opportunities for international service as there are individual Rotarians.

The World a Unit

The war is demonstrating that the old order of things is fast changing. Swifter forms of communication and transport have brought the peoples of the world into new and more intimate relationships. Seas no longer divide continents—they unite them. Thought is almost instantly transmitted over limitless areas. Distance is now measured not by miles but by minutes and the world has shrunk to the proportions of a neighborhood.

Today human needs are overleaping old boundaries, and labor and capital have to find their opportunities regardless of clime or race. Mass production spurring nations to seek readier access to sources of supply and even wider outlets for their products, leads to increasing internationalization of production and distribution. Except by un-

economic substitutions, national self-sufficiency is an impossibility nowadays as no country in the world possesses all the raw materials, nor the food stuffs, nor the luxuries used by a civilized population.

International Trade

For that reason international trade plays an important part in the prosperity of any nation. At the same time, because of its importance, it is often the source of international frictions. Trade barriers, conflicts for markets and unfair dealings in international trade all produce ill will between countries. If these antagonisms and frictions can be reduced and at last removed much progress will have been made in the direction of world peace. In the field of international trade there is therefore infinite opportunity for good if Rotary's ideal of service can be made to prevail.

Today's Need

Never has greater need existed for cooperation, understanding, and good will. When selfishness, distrust and fear prevail, disaster is the inevitable result. The welfare of the world demands that the facilities for better conditions of living and health, for domestic comfort, for efficient and economical business methods and similar boons shall be shared by all peoples in a spirit of mutual helpfulness.

Mental Disarmament

Experience has shown that merely bringing people together is not in itself a guarantee of peace. On the contrary, it may be a cause of strife. For example, closer association of those who, by instinct, tradition or training, regard one another as foes and who are thereby

unprepared for closer relationship, is fraught with peril, *unless* at the same time, intelligent and deliberate steps are taken to bring about that mental disarmament without which all physical disarmament is futile.

International Understanding

The fourth object of Rotary seeks to encourage peoples of all countries to a better understanding of each other. An important factor in this understanding is a sympathetic appreciation of the economic life of all peoples, for on this material base rest all the phases of their national life. It is impossible to advance good will if there is a rankling sense of injustice and unfair treatment, and *world peace* cannot be well and truly founded except on a basis that is economically sound.

Reams of pamphlets may be printed, thrilling speeches and glowing perorations uttered on the brotherhood of man—but unless they inspire fair play and fair dealing, they are so much waste paper, so much idle breath.

Flags may be presented, visits interchanged, healths drunk, inter-club correspondence instituted; but useful as these things are their full value is attained only when accompanied by a true realization of the things that count in the relations of peoples and in their treatment of one another.

Rotary's Opportunity

The wording of our fourth object is of particular significance in pointing out Rotary's opportunity for bringing about a better understanding among the nations of the world. Rotary first promotes understanding by giving men an oppor-

tunity to get acquainted with one another and to meet in an atmosphere of moral and spiritual disarmament. Those who have attended international conventions will realize how significant this is as a basis of true understanding and friendship. From increased understanding comes increased good will for, as has been often said, "it is difficult if not impossible to hate a man whom one really knows."

From good will eventually will come peace. Peace in the world is not possible without general good will. So Rotary by increasing world contacts, world knowledge, world fellowship and good will has proved itself in many instances a real factor in preserving harmonious relations among nations of the world. Specific examples of this are referred to in many pieces of Rotary literature, copies of which may be had upon application to the secretariat.

Patriotism and Expanding Interest

Rotary believes in and encourages loyalty on the part of the individual Rotarian to the country to which he belongs. Rotary, however, is of the opinion that it is both desirable and possible to develop world understanding and international mindedness in the individual without in any way detracting from proper national loyalty. Indeed, to many it is clear that failure to understand the world situation limits one's ability to be most helpful to one's own nation.

Having led the individual into cooperative effort within the club, having stimulated him to an expression through his vocation of his acceptance of the ideal of service, and having interested

him in public service in the community, it is a natural evolution and logical development of the Rotary ideal that Rotary should cause its members to recognize their responsibilities with regard to bringing about a new spirit in the world order. International service is not something superimposed upon Rotary; it is the carrying out of the program for "*the advancement of international understanding, good will, and peace through a world fellowship of business and professional men united in the ideal of service*." The individual Rotarian is the interpreter of Rotary and it is by the fidelity with which he reflects its spirit that Rotary will be judged.

Outline of Policy of Rotary International in International Service

Rotary clubs in international service should bend their energies to the stimulation of thought and to the training of the individual Rotarian in open-mindedness rather than in an attempt to influence governments, world affairs and international policies by the corporate action either of Rotary International or Rotary clubs.

For guidance in international service activities the following principles, reaffirmed by the board of directors in July, 1940, are suggested:

1. Because corporate action by any organization on controversial subjects on which its members widely differ is generally inadvisable, no corporate action by Rotary International is desirable on such questions. Nevertheless the organization may properly promote discussion and information on controversial subjects in its conventions and in its publications;

but, where this is done, both sides of the question should be adequately presented.

2. A Rotary club may, with propriety, be used as a forum for the presentation of public questions, but where such questions are controversial, it is desirable, though not absolutely necessary, that both sides be adequately presented. No Rotary club should pass votes or resolutions on specific plans for dealing with international affairs, or direct appeals for action from clubs in one country to clubs, peoples or governments of another nation, nor circulate speeches or proposed plans for the solution of specific international problems.
3. When controversial international subjects are presented and discussed in a Rotary club, the speaker should be cautioned to avoid giving offense to Rotarians or the Rotary clubs of other countries, and it should be made clear that a Rotary club does not necessarily assume responsibility for opinions expressed by individual speakers at its meetings.
4. When two countries in which there are Rotary clubs are engaged in hostilities, or where hostilities are threatened, the utmost caution should be used by the clubs of the countries concerned and by clubs of other countries lest any attempted action may tend to ill will and misunderstanding rather than good will and understanding.
5. Those international service activities which tend to inform Rotarians and non-Rotarians of world problems and to develop public opinion are best suited to Rotary clubs; and Ro-

arians and Rotary clubs should at all times remember that each Rotary club is a member of an international organization, one of whose objects is to encourage and foster the advancement of international understanding, good will and peace.

Institutes of International Understanding

Institutes of International Understanding are sponsored annually by many Rotary clubs. These institutes are public forums undertaken by local Rotary clubs, with or without the cooperation of other community groups. Their purpose is to give people in the community a better understanding of international affairs. These forums are addressed by competent speakers on current subjects of international interest. In the usual form, five clubs cooperatively arrange institutes each consisting of four forums at weekly intervals. Detailed information on institutes may be obtained from the secretariat.

Rotary Relief Projects

In recent years a chain of disasters—earthquake, fire, flood and war—have brought untold suffering to millions of people. To meet the need in these stricken areas Rotarians in many countries have contributed substantial help. Some have given money; others have helped in re-establishing refugees. Both are forms of international service in that they advance good will.

Recognizing the great needs of civilians for relief as a result of war conditions, Rotary International in 1940 made a contribution of \$50,000 to the Red Cross in the United States, Canada,

Great Britain, Belgium, France, Norway and China.

Recognizing further that war conditions have caused great suffering to Rotarians and their families, Rotary International has established a special fund, to which Rotarians are contributing, for the express purpose of helping such distressed Rotarians and their families.

So long as international affairs continue in crisis, both financial aid and refugee relief will be avenues of international service for Rotarians.

The International Service Committee of a Rotary Club

Within the club the international service committee is set up as a sort of dynamo, generating enthusiasm for such service and directing inspired energies into profitable programs and activities. Upon it rests the responsibility of bringing to members an appreciation of Rotary's aims and opportunities in international service, in emphasizing that these aims are best achieved through individual activity and of suggesting what some of these activities may be.

Self-Education for Understanding

Rotary's success in its program of international service depends upon intelligent thought and action by its individual members. Such action can be founded only on an appreciation of the characteristics and customs of other peoples and races. This requires a study of the history and culture, the social, political and economic life of these peoples, their national and racial problems, international relations and intercourse.

While opportunities for personal contacts across national boundaries are

practically eliminated by the war, there remain other opportunities. In many communities there are people of foreign birth who can assist in this process of developing understanding. Some students from other countries may be found in nearby schools or colleges. A number of Rotary clubs have practiced international service in relations with these visiting students and other temporary guests.

Radio programs such as Rotary's own "The Americas Speak" (a series presented in 1941 and 1942) provide much information for a better understanding.

Finally, in "The Rotarian" and in other Rotary magazines, the individual member will find timely and stimulating articles dealing with questions in international affairs which he himself may have been pondering.

Post-War Problems

An important phase of international service has to do with the participation

of Rotarians in solving post-war problems. All Rotary clubs may well do what many in Britain and Ireland have been doing for two years or more—conscientiously face the many questions of an economic, social, and political character which must be answered as soon as the war ends.

Consideration of such questions now is not inconsistent with the effort (by Rotarians and others in belligerent countries) to win the war. Rather it gives significance to such efforts by formulating the plans which only victory can make possible. Failure to plan in advance or to understand the implications of the plans resulted in the loss of "the peace of 1919." Rotarians everywhere in belligerent and neutral countries alike, should be concerned about what the post-war world will be like and be eager to help by expanding their own understanding and that of others.

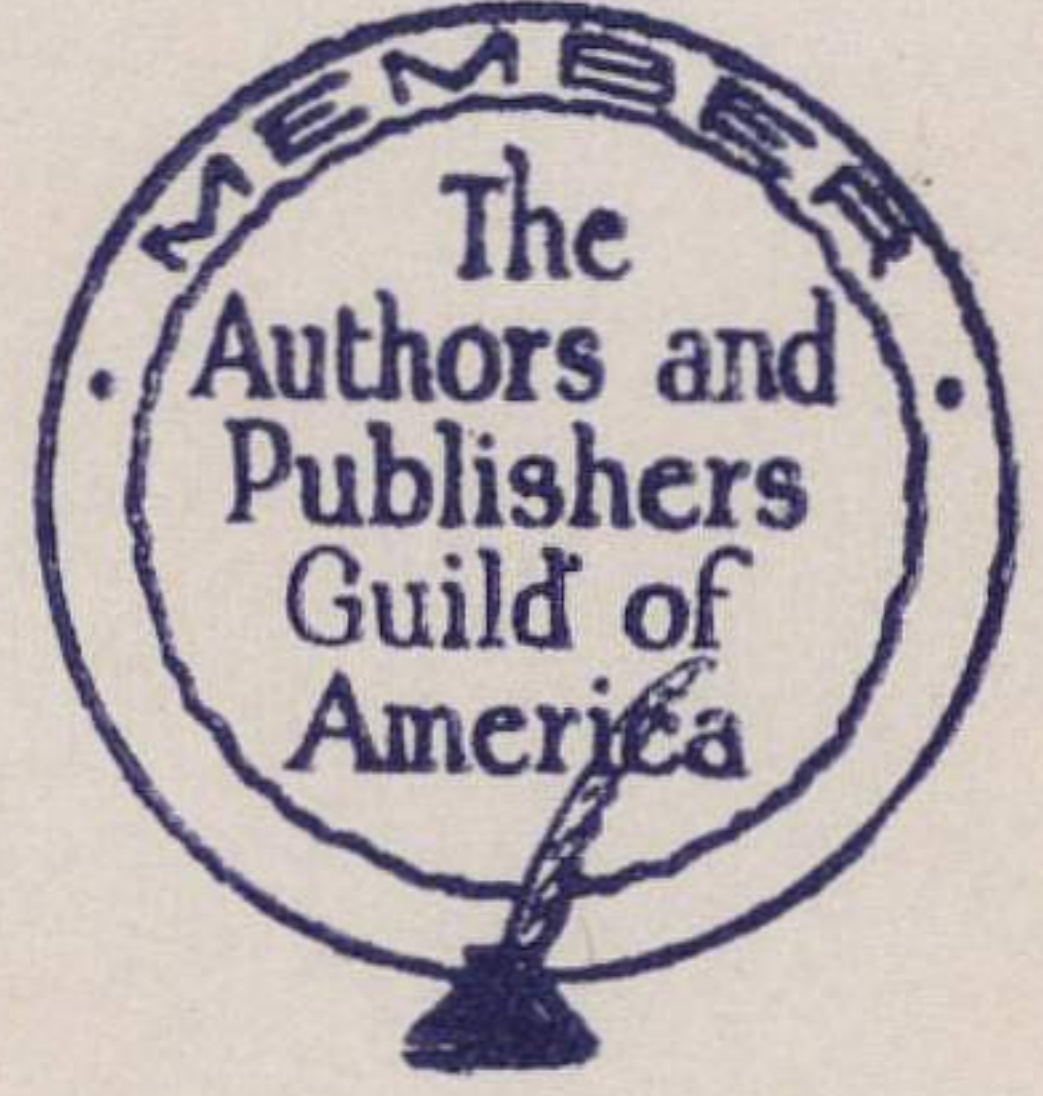
To the Chairman of the International Service Committee:

In the secretariat is a section specializing in service to clubs in communities the size of yours. It is headed by an experienced Rotarian who is eager to serve you and your club. He can provide you with suggestions as to programs on international service, descriptions of actual activities in that field, and other papers. Address your communication to Rotary International, 35 East Wacker Drive, Chicago, Illinois.

"AMERICA'S KNIGHT OF SATIRE"

Arthur F. Brieese

4441 BEACON STREET
CHICAGO 40, ILL.



LONGBEACH
1465

January 6, 1944

Homer Kingsley Ebright, Gov. Dist. 123, R.I.
Baker University
Baldwin, Kansas

Dear Governor 'Homer':

In planning your spring convention, here is a rib-tickling mirthquake to balance the heavier speaker features and perhaps set a new 'high' in your District.

I am contacting you now so that you may bring it up at your Governor's conference, if you wish. If a series can be arranged in your sector it will be easier on the budget.

Committeemen from coast to coast say it is one of the few top-calibre features now before the American public, and underneath all the belly-laughs runs a rich vein of timely, vital Rotary philosophy. The ideal spot for it is the banquet, though some use me at a luncheon and others on the convention floor. Where I appear in both spots there is no extra charge.

An early 'inkle' from you indicating city and date will help me tentatively arrange itinerary and bring you all the horrible details; without obligation, of course.

Rotarily yours for bigger, better and livelier programs.

A handwritten signature in cursive script that reads "Arthur F. Brieese".

AFB:pg

Arthur (Art) F. Brieese

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Advance Announcement 1943-44

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your philosophy."*

—SHAKESPEARE

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HENRY GERALD lays no claim to the supernatural — his work is basically scientific in character — but his incandescent personality, his sincerity, his unusual psychic powers, his expert showmanship all seasoned with his happy humor insure an enthralling experience. It is something so different that any description must fall far short of reality, but hundreds of audiences — men and women — have attested that

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SEPTEMBER, 1943	OCTOBER	NOVEMBER	DECEMBER	JANUARY, 1944
1	1 Prentiss, Miss.	Mon. 1 Will	1	1
2	2	2	2	Mon. 3
3	Mon. 4	3 Speak	3 Charleston, W. Va. Noon	4
4	5 Chillicothe, Mo.	4	4	5
Mon. 6	6 Maryville, Mo.	5 All	Mon. 6	6
7 Harrisburg, Penna.	7 St. Joseph, Mo.	6	7	7
8 York, Penna.	7 Kansas City, Mo.	Mon. 8 This	8 New York, N.Y. Noon	8
9	8 Joplin, Mo.	9	9	Mon. 10
10	9	10 Month	10	11
11	Mon. 11 Alton, Ill.	11	11	12
Mon. 13	12 Dexter, Mo.	12 For	Mon. 13	13
14	13 Moberly, Mo.	13	14. Erie, Penna.	14
15 Rye, N.Y.	14 St. Louis, Mo.	Mon. 15 Univ. Exten. Div.	15	15
16	15	16	16	Mon. 17
17	16	17 University	17 Memphis, Tenn.	18
18	Mon. 18	18	18	19 Sault Ste Marie, Michigan
Mon. 20	19 Natchitoches, La.	19 Of	Mon. 20	20
21	20 Lafayette, La.	20	21	21
22	21 Lafayette, La.	Mon. 22 Kansas	22	22
23	22 Lake Charles, La.	23	23	Mon. 24
24	22 Hammond, La.	24	24	25
25 Cumberland, Md.	23	25	25	26
Mon. 27	Mon. 25 Brazil, Ind.	26	Mon. 27	27
28	26 Indianapolis, Ind.	27	28	28
29	27 Indianapolis, Ind.	Mon. 29	29	29
30 Mobile, Ala.	Anderson, Ind.	30	30	Mon. 31
	28 Nashville, Tenn.		31	
	29 Nashville, Tenn. Noon			
	30			
FEBRUARY	MARCH	APRIL	MAY	JUNE
1	1	1	Mon. 1	1
2	2	Mon. 3	2	2
3 New York, N.Y.	3	4	3	3
4	4	5	4	Mon. 5
5	Mon. 6	6	5	6
Mon. 7	7	7	6	7
8	8	8	Mon. 8	8
9	9	Mon. 10	9	9
10	10	11	10	10
11	11	12	11	Mon. 12
12	Mon. 13	13	12	13
Mon. 14	14	14	13	14
15	15	15	Mon. 15	15
16	16	Mon. 17	16	16
17	17	18	17	17
18	18	19	18	Mon. 19
19	Mon. 20	20	19	20
Mon. 21	21	21	20	21
22	22	22	Mon. 22	22
23	23	Mon. 24	23	23
24	24	25	24	24
25	25 Muncie, Ind.	26	25	Mon. 26
26	Mon. 27	27	26	27
Mon. 28	28	28	27	28
29	29	29	Mon. 29	29
	30		30	30
	31		31	

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COLONEL
Jack Major
The Kentucky Colonel . . .

**HAS GONE
TO WAR**

TO BOLSTER THE
MORALE OF OUR
ARMED FORCES...

with his humor.

SPEAKERS



SEE STORY INSIDE

COLONEL JACK MAJOR was chosen for this assignment because of his ability and reputation for making people laugh and forget their troubles. He will be available for a speaking tour of the United States from . . .

OCTOBER 1, 1943 TO JULY 1, 1944

NOW IS THE TIME TO BOOK HIM FOR YOUR ORGANIZATION! FIRST COME — FIRST SERVED! Complete the blanks on the enclosed Business Reply Postcard and return same to us immediately. (His honorarium will be much less if we can fit one of your dates into his itinerary as there will be no added cost for railroad fares.)

His stories and articles appear regularly in the National Magazines.

"We Paducah boys stick together. I'm proud of COLONEL Jack Major. He's my protegee."



Irving S. Cobb

BIOGRAPHY

► Jack Major was born in Kentucky of mountaineer parents, and was reared in the small town of Paducah. He is the protegee of Irvin S. Cobb. He was educated for the ministry at Rice Institute. During College vacations he sailed the seven seas as an ordinary seaman. From 1928 to 1935 he headlined the Keith-Orpheum vaudeville theaters, learning much about humor and how to "tickle the funny bone" of America. From 1935 through 1937 he wrote and produced radio shows. He first attracted national attention with his CBS Network show, "The Colonel from Kentucky."



A Denver, Colo., theater ad



Vice-President John Nance Garner and Colonel Jack Major

► Vice President John Nance Garner, hearing his treatment of political news on his radio programs, had him come to Washington on February 12, 1938 to be the after dinner speaker and humorist for the now famous "make-up" dinner to President Roosevelt.

► As a result of the publicity and his success at the Garner-Roosevelt dinner he received so many requests to speak that he decided to become a professional after dinner speaker and humorist. Mr. Earl Thacker of Honolulu, Hawaii, after hearing him, gave him a round trip to Hawaii in return for a talk at the Annual Banquet of the Honolulu Chamber of Commerce, December 14, 1938.



Colonel Jack Major in action at the Honolulu Chamber of Commerce Annual Banquet

► In 1939 the British engaged him for a speaking tour of the Fiji Islands, New Zealand and Australia. On this assignment he spoke before army camps, public gatherings, business organizations and in theaters. His knowledge of these lands and peoples is exceptional.

► His reputation preceded him. Upon his return to the U. S. A. the Union Oil Company of California retained him as a public relations representative to speak before the leading Civic, Service and Business organizations. From January 2nd to December 31st, 1940 Colonel Jack spoke before 410 organizations.



Colonel Jack Major and a Fiji chieftain in Suva, Fiji

Kiwanis to Hear Noted Humorist

Protege of Irvin Cobb Coming for Club Luncheon November 20

Arrangements were completed this week for the appearance of Col Jack Major, public relations representative of the Union Oil company, as speaker at the luncheon at San Jacinto Kiwanis luncheon November 20, it was announced by Dr Leslie J. Clark of the program committee. Col. Major is a native of Paducah, Ky., and is a protegee of Irvin S. Cobb, noted humorist. Col. Major has a national reputation as a writer and after-dinner speaker. His talks are crisscrossed with full of Kentucky hill-billy race horses and stories about home town. Among his best known are "I Was Once an Organist" and "Old Doc Broke" and "Old Doc Broke" has recently returned from a speaking tour in the South.

Jack Major Keeps Club in Laughter

Living up to all advance expectations, Colonel Jack Major, that gentleman from Paducah, Ky., kept Gresham Kiwanians and their wives in ripples of mirth from start to finish in his 60-minute informal program Monday night. Half of Gresham sent for the Union Oil public relations official's memory course when Major twice named correctly every person attending the dinner. He previously asked that everybody tell him their name. **Helps Cause** The visiting southerner helped out the Boys and Girls project no little end when he tied up a 25-cent individual bet with the memory feat. Every person in the hall had to plunk down 25 cents. Money went to the Kiwanis project for under privileged children. Rev. Silas Fairham of the Gresham Methodist church was Major's particular delight. The visitor related many tales of drink and the Paducah church's efforts to stop the wholesale imbibing. Major is a writer for the Christian World. He also writes for Esquire, but under a different pen name.



Reading from left to right; Hon. Edward J. Flynn, Wm. S. Knudsen, Hon. Jesse H. Jones, Colonel Jack Major, Vice-President Wallace, Attorney General Robert Jackson, and General George Marshall, Chief of Staff of U. S. Army

► He is now acclaimed America's foremost humorist and is the favorite of Washington dignitaries. Hon. Jesse H. Jones, Secretary of Commerce, who had heard him at the Garner-Roosevelt dinner, had him fly from Los Angeles to Washington to be the after dinner speaker and humorist for the Annual Banquet of the Business Advisory Council of the Department of Commerce, January 16, 1941.

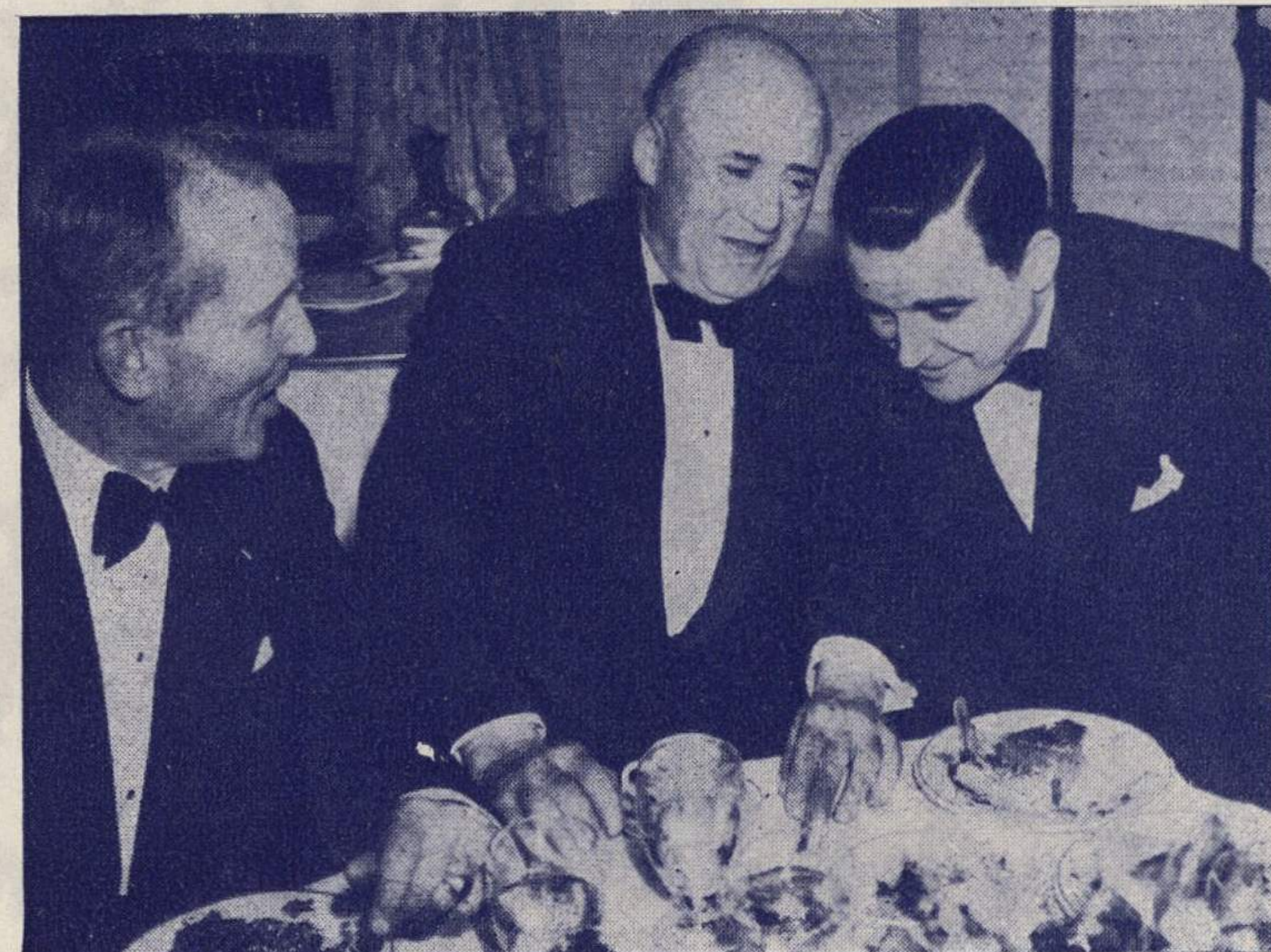
► From March 17, 1941 to June 1, 1942 he was retained by The Texas Company. (Another mark of recognition of his ability.)

► Hon. Sam Rayburn, Speaker of the House of Representatives, having heard him at both the Garner-Roosevelt dinner and the Jesse Jones banquet, had him address the Texas delegation of Congressmen in Washington on February 8, 1942. In introducing him, Mr. Rayburn said, "Jack Major is more like Will Rogers than any man I know."



Colonel Jack Major exchanges stories with Vice-President Henry Wallace

★
► Vice President Henry A. Wallace is also an admirer of his wit and humor.



Hon. Sam Rayburn, Speaker of House of Representatives, exchanging stories with Colonel Jack Major

★
► For the past 15 years Colonel Jack Major has spent his life in making people laugh. His past record assures all program chairmen of success in the arrangement of banquet festivities. If you need further convincing that he is the speaker for your next big affair write us and we will send photo-offset copies of letters of recommendation from organizations in the same category as your club or association.

Be sure and fill in the blanks on the Business Reply Postcard. GIVE AT LEAST THREE (3) DATES ON WHICH YOU CAN USE HIM between October 1, 1943 and July 1, 1944. We will try to fit one of these dates into his itinerary thereby saving your organization the cost of extra railroad mileage.

If possible, give us several optional dates in each month between the dates of October 1, 1943 and July 1, 1944.

Very truly yours,

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He's my protege."



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