

Dear "Notarian" Phog: -

Because I realize  
much of your courtesy to me  
was a tribute to our precious  
A. J. - I am more than  
grateful - I do thank you -  
The party was a great success  
and much of the credit belongs  
to you - tho' it was a Rotary -

Ann party -

And a corsage with its loveliness  
has never ceased to be a delight  
to me - Please thank the

Rotary Club? for me -

Sincerely + Gratefully.

Maudie Anderson

(Mrs. A. J.)

November 9, 1943.

Mr. W. C. Simons,  
Lawrence Journal World,  
Lawrence, Kansas.

Dear General:

I want to take this means to thank you personally for your attendance at Rotary Assembly yesterday. No one realizes more than I how busy you are, and to take two and a half hours from your heavy schedule is deeply appreciated by me.

Your report was splendid and your presence was much appreciated.

Rotarily yours,

FCA:AH

President.

November 3, 1943.

Governor Homer K. Ebricht,  
Baldwin, Kansas.

Dear Governor Homer:

Last week I wrote each one of the chairmen asking them to meet and submit their reports in writing and in duplicate - one for your record and one for ours. I told them in the letter that we would meet at 10:30 in the morning, but I believe since you have difficulty in getting away that 11 a.m. will be o.k. We can hurry along and get the job done.

The difficulty of meeting in the afternoon is that the members just don't stay put long enough to have a good meeting. We have always started ours at 10:30 and had a much better meeting than after lunch when everybody is fed up, so to speak, with eats and are rather lazy mentally and physically.

So, much as I dislike to have you neglect your school work, I believe since I have written all the chairmen that we had better say 11 o'clock at the Eldridge Hotel. I will have every arrangement made with Mike so that there will be no delay in getting started in our private quarters. I will have this appear in the Rotary bulletin so there will be no mistake regarding the 11 a.m. meeting time. I will follow your command and have the annual review properly filled out.

Sincerely and Rotarily,

November 3, 1943.

Mr. Justin Hill,  
West 7th Street,  
Lawrence, Kansas.

Dear Jus:

I want to thank you and Margaret for the fine Rotaryann party. It was delightful and you and Margaret deserve much credit. In fact, all of our Rotaryanns functioned one hundred per cent.

Appreciatively and Rotarily yours,

FCA:AH

President.

November 3, 1943.

Mr. Mike Getto,  
Eldridge Hotel,  
Lawrence, Kansas.

Dear Michael:

I cannot let this week go without complimenting you most sincerely on the splendidly served dinner that the Rotarians and Rotaryans ever experienced. The steaks were tasty and excellent, and the food - all of it - was warm right on the plate.

I heard many comments and I want you to know that I appreciate an excellent job well done.

Appreciatively and Rotarily yours,

FCA:AH

President.

November 3, 1943

Mr. W. C. Simons,  
Lawrence Daily Journal World,  
Lawrence, Kansas.

Dear General:

Thank you so much for your fine report. What we desire is to have you present if you can for a while at the Rotary Assembly. We will announce the time through the bulletin but I believe it will be 11 o'clock in the morning.

It is necessary that when the Governor comes we have our people there to greet him, and even though you have to leave right away we could have your report in duplicate - one copy which becomes our permanent record to file with Karl Klooz, and the other one to be filed with the Governor.

I trust that it will be possible for you to be present and read your report. I think it is a fine one.

Rotarily yours,

FGA:AH

W. C. SIMONS, PRESIDENT

J. W. MURRAY, MANAGING EDITOR

DOLPH SIMONS, BUSINESS MANAGER

# THE LAWRENCE DAILY JOURNAL-WORLD

AUDIT BUREAU OF CIRCULATIONS

MEMBER ASSOCIATED PRESS

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LAWRENCE, KANSAS

OFFICES ALSO IN  
ATLANTA, CINCINNATI,  
LOS ANGELES, SAN FRANCISCO,  
AND ST. LOUIS

November 2, 1943

Dr. Forrest C. Allen, President  
Rotary Club  
Lawrence, Kansas

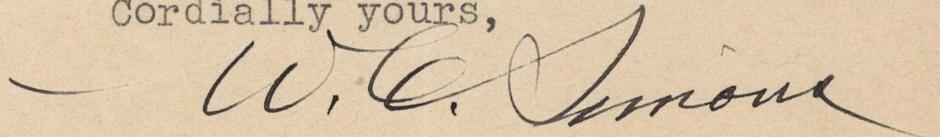
Dear Dr. Allen:

Thruout the years it has been my pleasure to write most of the stories in regard to the activities of Rotary which have appeared in the Journal-World.

If they have properly presented the Club to the public, I am satisfied.

Having been connected with the Lawrence club from its inception, I will say that the town owes much to Rotary, for it first brought to the people of the city the desirability of better and more friendly understanding. The petty hatreds and dislikes among business men have largely disappeared since the advent of Rotary, and I feel that the club has done much toward that desirable end.

Cordially yours,



W. C. Simons

WCS:df



November 3, 1943.

Mr. Dolph Simons,  
Lawrence Journal World,  
Lawrence, Kansas.

Dear Dolph:

I imagine the policy of the club changes somewhat with each incoming president. My conception has always been that the president must rely on his committee chairmen. I like to think that the committee chairmen will sponsor two or three programs a year, especially international programs which are so important during the war.

Then my conception has been that each chairman of his committee will call the program chairman and endeavor to fit in with the program chairman the dates that he desires. Won't you arrange a couple of programs for the future and work with Ralph Graber on this project?

We have had several meetings in which the chairmen met with the directors, but I believe that each time it happened you were out of town. I recognize how busy you are and I feel apologetic when I ask you to do this, but you are in such a splendid position to put a fine program over that I wish if at all possible you would do it.

With appreciation for the fine things you have done in the past, and thanking you, I am

Rotarily yours,

FCA:AH

President.

W. C. SIMONS, PRESIDENT

J. W. MURRAY, MANAGING EDITOR

DOLPH SIMONS, BUSINESS MANAGER

# THE LAWRENCE DAILY JOURNAL-WORLD

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November 1, 1943

NATIONAL REPRESENTATIVES  
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LOS ANGELES, SAN FRANCISCO,  
AND ST. LOUIS

Dr. Forrest C. Allen, President  
Rotary Club  
Lawrence, Kansas

Dear Dr. Allen:

The International Committee of the Lawrence Rotary Club has not been active, but stands ready to arrange and sponsor a limited number of programs if such is desired by the program committee.

In the last quarter the committee has had one International program wherein Lieut. Col. Watson McMorris spoke upon the Philippines.

Sincerely,

*Dolph Simons*  
Dolph Simons



November 2, 1943.

Governor Homer K. Ebright,  
Baldwin, Kansas.

Dear Governor Homer:

We are just wondering what time will be more convenient for you to come up Monday morning. I have written the chairmen of our committees that the meeting will be held at the Eldridge Hotel at 10:30. I trust that this hour suits you.

I have always felt that many of the business men find it difficult to get there earlier than 10:30, and if we move right along we can finish our business by noon.

Do you have a subject for your address that we might put in the Bulletin? Could we have your reply by Thursday night or early Friday morning? Thank you.

Rotarily yours,

FCA:AH

President.

November 2, 1943.

Mr. H. H. McGee,  
Hamlin,

**Weavers**  
DEPARTMENT STORE

901  
LAWRENCE

Mass. St.  
KANASAS

Oct. 30, 1943

Dr. F. C. Allen  
City

Dear Sir:

Re: your letter of Oct. 29 addressed to A. B. Weaver,  
Mr. Weaver left for New York tonight and will not be home  
until after the 10th of November.

Yours truly

Weaver's Office

October 29, 1943.

Miss Cora Sams,  
Wards Flower Shop,  
Lawrence, Kansas.

Dear Miss Sams:

I am enclosing birthday cards to accompany  
the corsages, to go to the following Rotaryans:

Mrs. Justin Hill, West 7th Street  
Mrs. Milton Allen, 2022 Vermont St.  
Mrs. A. J. Anderson, 717 Vermont St.  
Mrs. Karl Klooz, 1119 W. Campus Rd.  
Mrs. Eugene A. Stephenson, 1516  
University Drive  
Mrs. Lyle Armel, 1515 University Dr.  
Mrs. John Brand, 1700 Illinois Street.

Thank you very much.

Sincerely,

President.

October 29, 1943.

Mr. Ernest Young,  
Chairman, Classification Committee,  
Lawrence, Kansas.

Dear Ernest:

Governor Homer Kingsley Ebright of our 123rd District will pay his official visit on Monday, November 8, and as is the custom each chairman is supposed to present a written report of his committee's activities, plans and purposes. This report is to be filed in duplicate.

I am writing Governor Ebright to find what time he will arrive for the Rotary Assembly, but I presume it will be about 10:30 in the morning. The chairmen are supposed to be present to read their written reports.

Will you kindly be prepared to give the same and be present in person? If you cannot be present, have your report ready and have some member of your committee make the report for you.

Rotarily yours,

FCA:AH

President.

October 29, 1943.

Mr. John Skie,  
Lawrence Memorial Hospital,  
Lawrence, Kansas.

Dear John:

We are going to miss you Monday night at the  
Rotaryann party, but we want you to know that we are  
happy indeed that you are getting along well. We  
are anticipating your return to Rotary.

Rotarily yours,

FCA:AH

President.

October 29, 1943.

Mr. I. J. Meade,  
St. Luke's Hospital,  
Kansas City, Mo.

Dear I. J.:

We are going to miss you Monday night at the Rotaryann party, but we want you to know that we are happy indeed that you are getting along well, and we will be happily anticipating your return to Rotary as soon as you are shipshape as pronounced by the docs.

With all good wishes for your early convalescence,  
I am

Rotarily yours,

FCA:AH

President.

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# The Rotary Club President

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## Manual of Information

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PAMPHLET NO. 8

APRIL, 1943



**ROTARY INTERNATIONAL**

Chicago, U.S.A.

Zurich, Switzerland

London, England

Bombay, India

# The Rotary Club President

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## Manual of Information

PAMPHLET NO. 8  
APRIL, 1943



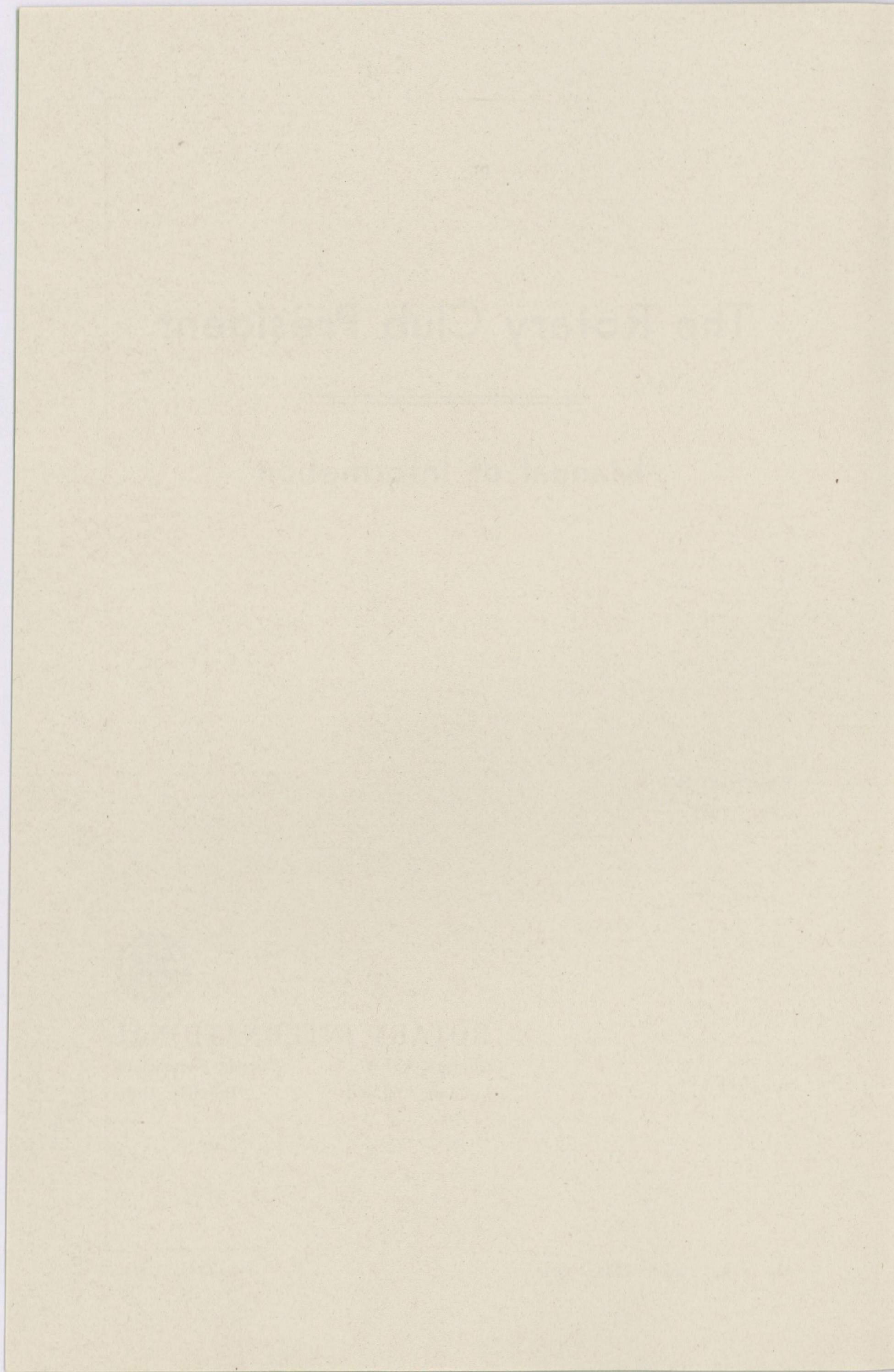
**ROTARY INTERNATIONAL**

Chicago, U.S.A.

Zurich, Switzerland

London, England

Bombay, India



## PREFACE

Your election as president means that the members of your club have confidence in you and have placed the welfare of the club in your hands. The club president and the club secretary are the "key" men in the administration.

As president you must work in close harmony with the secretary and other club officers and should be familiar with the duties of each. All officers should have a working knowledge of the administrative affairs of the club.

You and others chosen as club officers are busy men, actively engaged in some line of endeavor. This pamphlet, based on the experiences of Rotarians who have served as president, has been prepared in an effort to help you gain a clear conception of your obligations to the club and to show you ways and means of simplifying your work.

This pamphlet is intended as a guide. It includes the "President's Calendar." It does not, however, attempt to set forth all of the details involved in administering a Rotary club since these are adequately covered in other pamphlets of R. I., or in the committee material, or in mimeographed program material available from the offices of the secretariat.

It is realized that clubs of different sizes have varying problems and of necessity different procedures and practices. It would be desirable, perhaps, to issue this pamphlet in several editions each relating to clubs of a specific size, but it has been thought more desirable to issue an edition containing general statements applicable to the majority of the clubs, and leave it to the officers of each club to adapt the suggestions to their own specific needs. Suggestions for the improvement of this pamphlet will be appreciated by the central office of the secretariat so that subsequent editions may be prepared in a manner designed to be most helpful to the largest number.

## **OBJECTS OF ROTARY**

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.

## **THE IDEAL OF SERVICE**

Thoughtfulness of others is the basis of service. Helpfulness to others is its expression. Together they constitute the Ideal of Service. The Ideal of Service is exemplified in the activities of Rotary clubs and Rotarians through club, vocational, community and international service.

## **ROTARY'S MAGAZINES**

"The Rotarian" is the official magazine of Rotary International. (The Spanish edition is "Revista Rotaria.") Many Rotary clubs are finding these magazines exceedingly useful in arranging for club programs and otherwise bringing about a complete understanding of the program of Rotary as expressed in its objects, not only by Rotarians but by non-Rotarians as well.

# THE CLUB PRESIDENT

## A Personal Foreword to the President Elect

By electing you president, your Rotary club has shown its confidence in your capacity for leadership. This is something to be proud of. It is also a real responsibility for it means that to you more than to any other person your fellow members entrust the welfare of the club. This year of service will bring you great satisfaction because of the loyal support your fellow members will give you.

You have the honor of serving as the leader of your Rotary club at a time when capable, aggressive leadership is going to be more important than ever before. You are going to be called upon to solve certain problems in club administration for which you will find no precedent in the administrations of your predecessors. How shall we maintain the membership at a maximum figure despite inevitable losses to military service? What shall we do about the member who is devoting so much time to civilian defense work that he cannot attend Rotary regularly? In these and other questions you will want the calm, deliberate judgment of your board. The future of the Rotary club in **your** community is going to depend to a great extent upon how **you** meet and solve those problems.

Naturally and properly you want this year to be constructive and, if possible, the best the club has ever had. That means careful planning and prompt execution. Ideals must be translated into accomplishment.

As president you will assign to others many duties connected with club administration and program, but the final responsibility is yours. You must see that your fellow officers and your com-

mittees do their work effectively and on schedule. Both idealism and good business practice should be characteristics of the administration of a Rotary Club.

### Three-Fold Opportunities

Your opportunities as club president are three-fold:

You appoint committees

You preside at meetings of the club, the board, and the aims and objects committee

You give leadership

For your performance of the first two, certain aids are available. In the leadership function you are largely "on your own." It calls for the best you have in earnestness, devotion, skill and study. Keep in mind that you are the leader of mature men and that they have chosen you for that responsibility. Remember that you are president of a Rotary club, an organization which has a very definite purpose and program, as implied in its objects. Your obligation to your club, as well as its duty to the Rotary movement require that you understand its purpose and that you do the best you can to further its program during your year as president. In this duty you will have not only the confidence and loyal support of your fellow members, but also the experienced assistance of your district governor and other R.I. officers and of the R.I. secretariat. Add to this experience a wholesome exercise of your own imagination and you will have a successful year.

## How Should the President View His Club?

One characteristic of a Rotary club is the diversity of occupation and interest represented in its membership. Through the fellowship of its meetings, another characteristic, the desire of all members to be of service to their fellowmen is aroused and developed. The club is a training group for service. In the process of mutual training for service, the club may occasionally apply its efforts as a club to some particular project. In general, however, its recognized function is to keep its members informed as to opportunities and ways to serve, and to stimulate them to service where they can help most effectively.

These opportunities for service, while innumerable, all belong in one or another of the divisions defined by the four objects of Rotary. And these are the objects not only of Rotary International. They have been adopted also by each Rotary club and accepted as

the obligation of each Rotarian. The president must lead; he must give the guidance needed to keep his club moving in the direction of those four objects.

Rotary's strength and astonishing growth are due largely to the success Rotary clubs have had in uniting their members in a common purpose while expecting and encouraging them to carry out that purpose individually according to their respective interests and abilities. Thus we find men of various races, creeds, and points of view working in sympathy and accomplishing far more than could be achieved under any plan which required unanimous consent.

The club president's opportunity to direct and to further this process of getting agreement on purpose and variety in method may prove to be his greatest reward and his most lasting satisfaction.

## The President's Preparation for His Office

The responsibility which a Rotarian assumes in accepting the presidency of his club gives a new significance even to familiar aspects of the Rotary program.

### Attending the District Conference

In all probability, the district conference will be held shortly after the club elections. The president elect will find in this event a fine opportunity to begin preparing for his coming duties of office. Here he may consult with the district governor whose contacts with all the clubs in the district make his advice full of practical help. Here he will meet other presidents-elect wanting to exchange ideas.

On the conference program, information and inspiration will be provided by the governor, the representative of R.I. and other speakers, and by the exchange of ideas in group assemblies. At the district conference also, the new president will have his first contacts with the governor nominee, the dis-

trict's own selection as its leader for the coming year. Fortunate will be the president elect who attends the district conference accompanied by his fellow officers, directors and committeemen. Under such circumstances a considerable measure of success for his administration is almost certain.

### Attending Board Meetings

While the president elect is without authority until his term of office begins, he may be invited to sit with the board between his election and his installation as president. This will give him a desirable understanding of club business. Likewise, he may wish to call together the incoming board for an informal (unofficial) meeting, and thus be prepared to carry on with little or no loss of time when the club year begins.

### Preparation by Reading

In the period between his election and his assuming office, the president elect should find time to become acquainted

with Rotary literature. It is not necessary that he read it all, but familiarity with the contents of certain manuals and pamphlets and a knowledge of where to find information when it is needed are essential to intelligent leadership.

The Manual of Information for the Rotary Club President (this pamphlet), the Suggestions for Rotary Club Committees (No. 20), the constitution and by-laws of R.I. and of his own club are minimum reading requirements. The constitution and by-laws of R.I., the standard club constitution, and the recommended club by-laws will be found in the "Manual of Procedure" (pamphlet No. 35) which contains also a useful compilation of policies and procedures established by convention action or by the board of directors of R.I. Of similar importance are the following pamphlets, for reasons that are obvious: No. 3, "The Rotary Program"; No. 17, "Membership and Classifications in Rotary"; No. 38, "Getting Acquainted with Rotary."

Other useful pamphlets are: No. 15, "The Program Committee of the Rotary Club"; No. 251, "The Program Worksheet"; No. 14, "Rotary Publicity"; No. 52, "Welcome to Rotary"; No. 33, "Standards of Correct Business and Professional Practice"; No. 16, "Youth Service by Rotary Clubs"; No. 18, "Boys Work by Rotary Clubs"; No. 40, "Crippled Children Work by Rotary Clubs" and "What Can We Do in National Service?" The latest editions of all of these pamphlets should be found in the files of the club.\*

### **Committee Appointments**

One of the most important parts of the president's preparation for his administration is the appointment of committees. In this he may find help from the outgoing president. By all means

\*Note: A binder containing all of the standard pamphlets published by R.I. should be turned over to the president elect by his predecessor. Still another binder should be in possession of the club secretary. If for any reason the binder is not available, another binder and complete set of pamphlets can be obtained from the secretariat for \$2.00.

he should carefully study the "Suggestions for Rotary Club Committees" which the secretariat sends him. For the president's convenience, this pamphlet is arranged in loose leaf form so that definite suggestions for committee activity can be handed to each committee chairman. By becoming familiar with these suggestions and by distributing the separate sections to the chairmen when he makes the appointments he will do much toward insuring an intelligent and effective operation of the committees. Since most of the club's accomplishments, other than its regular meetings, depend on the functioning of its committees, this part of the president's preparation for his year cannot be too strongly emphasized.

### **International Convention**

The president elect who finds it possible to attend the international convention will there get further help in preparing for his approaching responsibilities. Opportunities to confer with other club presidents, with international officers, and with members of the secretariat staff; to study the exhibits of program and activities plans; to discuss boys work, or program planning, or vocational service, or international service, or community service, or other subjects on which he may be hazy; and, beyond all else, to sense the size and strength, the ideals and international character of the Rotary movement—these are advantages which will enable the new president to serve his club and his community with utmost enthusiasm.

### **District Assembly**

A final factor in the president's preparation is the district assembly at which the president should be accompanied by the club secretary and if possible by the chairmen of the club committees. Here the new district governor, fresh from his stimulating experience at the international assembly and the convention, will confer with club officers concerning those problems of administration and program which will be most helpful to them.

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## The Relationship of the Rotary Club to R.I.

As in the case of the club and its individual members, so between R.I. and its member clubs, there are a few general principles for the guidance of all clubs, and a large measure of autonomy in applying the principles. The president will naturally want his club to be a worthy member of Rotary International. He will, therefore, need to know the relationships involved and the principles his club is expected to observe. The constitution and by-laws of R.I. as well as those of the club should be on his "reading list." These and other matters of policy may be found in "The Manual of Procedure" (No. 35) which is already in the hands of the club secretary.

Semiannual reports to R.I. on club membership; semiannual payments of the per capita tax; monthly attendance reports to the district governor; attendance by the president at the district conference and the district assembly; making the club strong both in its locality and as a unit of R.I.; assistance to the governor in organizing new Rotary clubs—these are some of the obligations resting on the club in its relationship with R.I.

Throughout the year Rotary International is concerned with helping the club to grow in effectiveness, that is, to improve its program of service in its community. In this relationship the club is autonomous as to method, a condition which accomplishes much larger results than would be possible under a fixed and uniform program. At the same time it places on the club president a responsibility for leadership which is more exacting, and also more challenging than he would have under a uniform program.

Through the district governor and the secretariat, Rotary International is ready to help the president as he performs this important function of leadership.

### How the Secretariat Helps

The secretariat is the central service station of the organization, with offices in Chicago, Zurich, Bombay and London.

From it the club president and other officers and committees may obtain information as to how other Rotary clubs have solved problems of administration and program. Papers and pamphlets prepared by the secretariat present the experience of clubs of all sizes as recorded in a great volume of reports and other information which the secretariat gathers and analyzes. The president is urged to make use of this service.

### Rotary's Magazines

In Rotary's official periodicals, "The Rotarian" (English) and "Revista Rotaria" (Spanish), and in the R. I. News Letter, the governor's monthly letter and (in some regions) regional publications, the club president will find information about what is going on in the Rotary world. Some of this will be appropriate for use in meetings of the board of directors, some in committee meetings, some as announcements in weekly meetings of the club or in the club publication.

### With Other Rotary Clubs

Participating in occasional intercity meetings, sometimes as host club, contributes to a club's strength and vision. Presidents will find it desirable to encourage this participation by attending themselves, and by encouraging others to do so. Sometimes clubs exchange programs, a form of intercity cooperation that may be very acceptable if carefully planned.

Attendance by members at meetings of other Rotary clubs when that is possible is an activity worth stimulating. Cordially receiving visiting Rotarians who come to one's own club, tends further to emphasize the interclub fellowship which characterizes Rotary.

Taking Rotary to a new community is a favor to that town and the men who join the new club. It is a fine example of cooperation with Rotary International. Moreover, it strengthens the sponsoring club, for it involves unselfish effort, and such giving invariably produces a return in understanding, appreciation and satisfaction.

## **The Relationship of a Rotary Club to Its Community**

A Rotary club cannot exist apart from some community whose people need and use the business and professional services which its members render. Therefore, while one of the club's primary objectives is the benefit which the members find in their association with each other, the club must also seek to benefit the community and to earn and maintain the confidence of the community. The incoming president should try, with open mind, to find what the community needs which the Rotary club is able to do. A program to meet these needs will help the community to get a better understanding of the club's purposes.

### **Cooperation Not Duplication**

Rotary's policy of cooperation rather than competition or duplication should be kept in mind by the president and exemplified in all the community activities he helps to formulate. In many ways the president personifies Rotary to other organizations and to the community as a whole. One of his greatest contributions to the success of his club may, therefore, be the development of intelligent understanding and genuine cooperation in worth-while causes. In this way the president may help club members to find outlet for their capacity and desire to be good citizens.

### **The Relationship of the President to His Club**

As already stated, much of the work of the club is done through members whose efforts the president guides and coordinates. His relationships with his fellow officers, especially the secretary, with the directors, with the committees and with the membership as a whole deserve his careful study. Those relationships will largely determine his success as president and the progress of the club during his administration. The outgoing president and other past presidents can assist and will be glad to do so. The new president should avail himself of their experience and advice, even though his decisions must

### **Corporate Activity**

To strengthen club morale it is sometimes desirable to undertake an activity which requires the collective cooperation of all members. This is consistent with Rotary's policy if the activity is one not already adequately performed in the community. See text of Resolution No. 23-34, Section 4, Paragraph 2, which will be found on Page 51 of the Manual of Procedure (Pamphlet No. 35) October, 1942.

While Rotary's policy is one of cooperation, it is contrary to policy for a Rotary club as such to affiliate with any other organization. Officers and members may confer with other agencies, but a decision as to action must be made by the club. This policy in no way limits the individual Rotarian in his active participation in those efforts outside the Rotary club which appeal to him as serving community welfare. Indeed, his club should encourage him in this activity. Under this policy the president may tactfully refuse the requests that may be made for corporate cooperation.

The experience of other Rotary clubs in serving their communities is available to all Rotarians in material published by Rotary International. By using this material the president may get suggestions which he can adapt successfully to use in his own community.

be his own, and may differ from their suggestions. The president should establish a cordial working relationship with the secretary and a clear understanding as to their respective responsibilities. The secretary, like the president, has been chosen by the club (or by the board) and has certain responsibilities outlined in the club by-laws. The encouragement, leadership, and cooperation which the president gives the secretary will stimulate him to perform his duties, and thus to help the president in giving the club a successful year.

## Club Committees

Subject to the approval of the board, the president appoints all committees. He is chairman of the aims and objects committee and ex-officio member of all committees. These relationships make it possible for the president to keep in close touch with all phases of the club program and to maintain active and well-balanced progress.

As the chairmen of the club, vocational, community, and international service committees automatically become members of the aims and objects committee, the president should be especially careful in making these appointments. Subject to board approval, the aims and objects committee prepares the year's program for the club and coordinates the activities of the four principal service committees. The president will find Pamphlet No. 3, "The Rotary Program," helpful in this connection and should be familiar with it before he makes these appointments. "Suggestions for Rotary Club Committees" (No. 20) will also be useful.

In general, those members should be selected as committee chairmen who have demonstrated interest and ability in the work they are assigned to do. As committee members there may be appointed, perhaps in consultation with the chairman, men who lack experience, but who have an interest in a particular phase of the club program and who are willing to help and will develop as they work. See Pamphlet No. 3, "The Rotary Program," for a description of possible sub-committees and their functions.

## The Club Assembly

The club assembly is a forum with the club president as leader. Its members are the club officers and directors and the chairmen of all club committees. A meeting of the club assembly early in the club year and other meetings at regular intervals during the year will help the president to keep all activities in balance and will stimulate the committees to greater effort. Plans for holding club assemblies are described in "Suggestions for Rotary Club Committees" (No. 20).

## The Board of Directors

The board of directors, of which the president is the presiding officer, is the governing body of the club. Regular meetings of the board, at least once a month, are necessary even in the smallest clubs. It is the president's privilege, if not his duty, to stimulate and to guide the board. General policies, financial matters, and other business details should be handled by the board on behalf of the club, thus saving time in club meetings for those things which further the program. Occasional reports to the club, either at a regular meeting, or through the club bulletin, may be advisable, but only rarely is it necessary to transact business in a club meeting.

The first official meeting of the board should be called promptly at the beginning of the club year. At this meeting the president should: (1) submit his committee appointments for approval; (2) request the board to designate the bank where club funds are to be deposited; (3) get the board to indicate the amount of bonds (if any) on officers who handle club funds; (4) receive from the outgoing administration a complete audit of club funds, so that the new board may know the club's financial status; (5) secure the consideration of probable financial needs and the preparation of a budget; (6) get a board decision on the time and place of regular meetings and any special meetings that are to be held; (7) consider with the board any proposals which the aims and objects committee may have drafted.

At a meeting of the board early in the club year, the board should carefully consider a form called "Annual Review of Club Administration and Activities" which the district governor will send to the club before his official visit. This form is designed to help Rotary club officers to review the condition of their respective clubs by comparing their own practices or trends

with the "Characteristics of a Good Rotary Club." This review, made previous to the official visit of the district governor will be helpful to club officers and district governor alike, when the latter visits the club. See further explanation of The Annual Review on page 14.

Meetings of the board and of the committees are of sufficient importance to merit careful planning. Usually they should be held when ample time can

be had for an exchange of ideas and constructive consideration of activities. Evening meetings are desirable, because decisions can be reached after thoughtful discussion.

The president who succeeds in getting the board and committees to meet regularly and to hold meetings long enough for serious planning will do much for the success of his own administration and will turn over to his successor a strong and efficient club.

## The President's Relationship to Club Meetings

One of Rotary's unique characteristics is that member clubs by their action in convention, are required to hold meetings weekly. Another characteristic is the requirement that Rotarians shall be regular in attendance (see standard club constitution, Article IV, Section 7). Therefore the weekly meeting of a Rotary club becomes a very important and significant factor in the furtherance of the Rotary program. In consequence the president will wish to devote careful thought and continuous attention to the weekly meeting.

This attention should include the program committee and its important function of carrying out the details of the general plan evolved by the aims and objects committee. Various plans for organizing a program committee have been tried. Some clubs have a committee whose chairman functions throughout the year but who assigns special responsibilities for one month or three months at a time to committee members. Occasionally individual members are assigned responsibility for one meeting a year or oftener if the club is small.

### Program Planning

To carry out a diversified and yet coordinated program, one in which all phases of Rotary's objectives are represented, requires first, thoughtful planning by the aims and objects committee; second, cooperation by members of the aims and objects committee in helping to arrange for programs in their respec-

tive fields of Rotary service; and third, conscientious attention by the program committee to its function of translating the general plans into actual programs at club meetings. As chairman of the aims and objects committee and member ex-officio of all other committees, the president has opportunity to follow through on this process. His interest in making the meeting successful should prompt him to do so.

While variety is desirable and usually can be obtained, it may be necessary at times to have two or more successive programs on subjects in one area of interest. Some aspects of Rotary service may seem difficult to develop for more than a few meetings a year. However, conscientious attention to the subject by the respective committees will result in discovering the desired number.

### Presiding at Weekly Meetings

On 52 occasions during the Rotary year it is the president's duty to preside at meetings of his club (see recommended club by-laws, Article III, Section 1). This function offers the president the greatest opportunity to make his personal contribution to the club. No other phase of the president's obligation is so exacting. Nothing else requires such careful preparation and thoughtful planning.

A regular club meeting consists of three distinct periods. The first might be called the fellowship period when

members enjoy each other's company during the luncheon or dinner. Arrangements for serving the meal should be such that it will be neither hurried nor delayed and that the service is unobtrusive. During this period (25 or 30 minutes) no business or entertainment should interfere with friendly intercourse between members and guests around the table.

The second period is "the president's time," and will be discussed more fully later.

The third period consists of the address or other feature which makes up the day's program. From 20 to 30 minutes without interruption should be allowed for this period. It is not considerate to ask any speaker to prepare an address and then not provide adequate and uninterrupted time for its presentation. In his introduction of the speaker the president should not talk long, but he should say enough to let the club know who the speaker is, to make the speaker feel he is welcome, to state the topic, and to indicate how it harmonizes with some part of the Rotary program. A brief acknowledgment by the president or some club member at the conclusion of the address is a deserved courtesy which also results in an orderly adjournment.

### **The "President's Time"**

The president's responsibilities in connection with the first and third periods will be relatively simple at the time of the meeting if the program committee and others responsible have functioned properly. But the second period, the "president's time," requires careful planning in advance and undivided attention during the ten or twenty minutes it may take. The skillful use of this period will give a sparkle to club meetings which will help to maintain good attendance and tend to solve other problems of administration.

Club singing is an important feature of this period. (There may be also a song to open or close the program.) While the song leader will choose the songs, the president may make sugges-

tions and will decide what time can be devoted to singing in view of other items on the program.

Club presidents should devote five minutes of each club meeting as frequently as possible to some form of Rotary information based upon material available at the central office.

The introduction of visiting Rotarians and of guests may be done in various ways, but as the person best qualified to speak for the whole club, the president should express a welcome after the introductions have been made. Instead of a routine formula for this welcome something should be said which is appropriate to the season or to the day's program or to the visitors themselves. Variety will add interest to club members and will be a courtesy appreciated by the visitors. Whatever is said should express cordiality.

Occasionally it may be necessary to present some item of business. Also there will be certain desirable announcements. These come during the "president's time," and he should either present the business and make the announcements or select those who are to do so and make certain that they keep within the time allotted for this item.

Newly elected members should be introduced during the "president's time." The introduction by the sponsor should be brief and friendly. The president is the logical person to welcome the new member to the fellowship of the club. This is not the time for the new member to be informed about Rotary. However, new members should be helped to obtain Rotary information early in their club experience by attending club committee meetings, board meetings, club assemblies, and special meetings planned for the particular purpose of disseminating Rotary information.

During this period the president should extend congratulations on birthdays and on honors that have come to members. He should also express sympathy for those who are ill or in sorrow. Through these personal references the president may contribute greatly to the atmosphere of the meeting and to friendliness among members.

Occasionally this period may include some unusual feature such as special music, a three or four-minute playlet, or a brief statement about some committee accomplishment or some interesting item about Rotary world wide. Features like these must be prepared with great care and rehearsed so as not to exceed the allotted time.

### **Summary**

The weekly meeting of a Rotary club

is its most important event. To make productive use of this meeting, the president should be punctual, making and keeping to a schedule; he should maintain good order, both by his attitude and by making himself heard; he should give his best thought to the important second period. These things will take devotion and study and patience, but they will pay richly in results and in satisfaction.

## **The President's Relationship to the District Governor**

The district governor is one of the officers of R.I. Under the general supervision of R.I. the district governor has direct supervision of the clubs in his district. He is a man of considerable Rotary experience. He attends the international assembly and convention prior to taking office in order further to prepare himself for his duties. He is able, therefore, to be a helpful leader and adviser, which is his function. The club president may find his relationship with the district governor stimulating from the standpoint of his Rotary duties and also delightful in personal friendship.

In all his relationships with the district governor the club president should think of the governor as one whose function and purpose are to cooperate with the president in building and maintaining a strong Rotary club.

### **Governor's Official Visit**

Some of the president's contacts with the district governor have already been mentioned, such as the district conference, district assembly, and the assistance given in organizing new Rotary clubs. One more important contact deserves consideration here. It is the governor's official visit to the club. This is arranged by correspondence or at the district assembly, and whenever possible occurs on the club's regular meeting day. The president should remember, however, that the governor has many clubs to visit; that like club officers, the governor is giving freely of his time and energy to perform this service and that

it may be necessary for him to ask the club to make some adjustment to accommodate him even at some inconvenience.

If it is possible to hold the club assembly during the evening preceding the club meeting there will be greater opportunity for the discussion of committee reports and for committee chairmen to bring up subjects on which they wish help.

The official visit consists of a conference with the president and the secretary (or separate conferences with each); a meeting with the club assembly (officers, directors, committee chairmen); and a meeting with the whole club, at which the governor makes the address.

The district governor makes an official visit not as an investigator but as a friendly counselor. If the president will make advance preparation for the visit and cooperate with the governor when he comes, the club will benefit as a result.

### **Advance Preparation**

As advance preparation the president should see that each committee meets to prepare a complete report of its plans, accomplishments to date, frequency and character of committee meetings, etc. Holding these meetings and preparing these reports, copies of which are furnished to the district governor, will contribute to advancing the work of the club as well as aid the governor on the occasion of his visit. Chairmen who have thus carefully

studied the work of their committees will be more cooperative in their contacts with the governor when he visits the club, and better able to get needed help from him.

### **Annual Review**

To aid club officers in summarizing the status of their clubs, a form called "Annual Review of Club Administration and Activities" will be sent to the club in duplicate by the district governor before his visit. This review

should be thoughtfully considered by the president and the board of directors, and a copy of the completed form sent to the governor. Just as preparing the review will give the president and directors a comprehensive estimate of the club, so studying the review will enable the governor to render the most beneficial service at the time of his visit.

Following his visit, the governor prepares a memorandum of the visit for the president and the board of directors of R.I.

## **The Rotary Club and the Ladies**

An occasional meeting at which the wives of Rotarians and other ladies are guests may do much to strengthen a club and to develop enthusiasm for the Rotary program. Most Rotary clubs hold at least one such meeting each year. Because of its importance it deserves careful planning. The president should look on it as one of the most important meetings of his administration.

This meeting should be announced well in advance to insure a good attendance, and the program details should be worked out with care. It must be remembered that the ladies may not be well acquainted with many of the Rotarians or with each other and therefore some of the informalities that are proper among intimates may not be appropriate in a ladies' meeting.

This precaution does not mean that the ladies' program should be unnaturally

formal. Songs that everyone knows, entertainment that is mature and wholesome will help to create a friendly feeling among those present. The seating plan needs careful thought in order to promote acquaintance without embarrassing the ladies by seating them so that they are not near anyone they know.

In addition to promoting social enjoyment, a ladies' meeting should contribute to a better understanding of Rotary and its program on the part of the ladies. In selecting the speaker the president and his assistants should try to get someone who has an intimate acquaintance with one or more of Rotary's avenues of service and ability to explain it in an interesting manner. Not to give the ladies something informing as well as entertaining would be both to miss an opportunity and to misjudge the ladies' interest.

## PRESIDENT'S CALENDAR

A list of important things which call for attention by the president. (For fuller explanations, see references given.)

### April—May—June

Between election and the beginning of the term of office on 1 July.

#### **1. Reading**

A few Rotary pamphlets are essential reading for the president elect. Other

pamphlets will be helpful to him also. See page 7.

#### **2. District Conference**

An excellent place for the president elect to get answers to his questions.

Here he will meet many experienced Rotarians. See page 6.

#### **3. The Club and the Community**

A Rotary club's relationships in the community are many. The president

needs to become familiar with them. See page 9.

#### **4. Selecting Committees**

Much of the work of the club is done through committees which are appointed by the president subject to approval by the board. In selecting the chairmen of the committees required by

the club's by-laws, the president should be familiar with what each committee is expected to do. Suggestions by outgoing officers may be helpful in making appointments. See pages 7, 10.

### July—August

#### **5. Assuming Presidency of Club**

The standard club constitution provides that the officers of a Rotary club shall take office on the first day of July following their election.

If earlier informal meetings with the directors and incoming committees have

been held, everyone is ready to begin work according to the plans considered informally. If plans have not been made informally, it may be desirable to ask the outgoing program committee to function for one month until detailed plans can be made. See page 6.

## 6. First Meeting of Board of Directors

There is need to obtain the agreement of all at the outset to hold regular (at least monthly) meetings of the board,

so as to guide and govern the club well. The president must plan each meeting. See page 10.

## 7. Club Meetings

The president presides. The weekly meeting is probably the most important single factor in carrying out the Rotary program. For this reason the president

should give careful thought to his responsibility for the meeting. See pages 11, 12.

## 8. District Assembly

This is a business meeting for presidents and secretaries,—broadening, stimulating. This is where each club “gears” in with the others in the district. At-

tendance essential. (It is also desirable for committee chairmen to attend.) See page 7.

## 9. Club Assembly

This important group consisting of club officers, directors and committee chairmen should meet early in the club year and regularly thereafter. For a descrip-

tion of its function see page 10 of this pamphlet and also “Suggestions for Rotary Club Committees” (pamphlet No. 20).

## 10. Filling Unfilled Classifications

To avoid the error often committed, the president should see that the classifications committee gets down to serious work at once. This is the best way to

discover and take advantage of every opportunity for building an even stronger and more alert club.

## 11. Using Rotary Periodicals

Official notices and much useful information are sent to club presidents through the R. I. News Letter, the

governor's monthly letter, “The Rotarian” and “Revista Rotaria.” See suggested uses mentioned on page 8.

## September to December

## 12. Review of Club Administration and Activities.

Check up on committees. Prior to his official visit the district governor will send to the club two copies of the “Annual Review of Club Administration

and Activities.” The careful preparation of this review will be helpful to club officers. See page 14.

## 13. Governor's Official Visit

The visit of the district governor should be an occasion for mutual helpfulness. Plan for it. Club officers and committees should get useful suggestions from

the governor's experience. The governor should obtain many interesting ideas which he in turn can pass on to other clubs. See page 13.

## 14. Intercity Meetings

An occasional meeting attended by Rotarians from a number of adjacent clubs offers opportunity for wider acquaintance, increased cooperation, and unity in pursuing the objects of Rotary. In

numerous instances such meetings have broken down prejudices, jealousies and ill feelings that have existed between communities. See page 8.

## 15. Ladies' Meetings

Meetings attended by the ladies at the regular meeting time or at some special time have come to be almost an essential part of the program of many clubs. They are not to be overlooked as an

opportunity for uniting the club membership, stimulating enthusiasm for the activities of the club and making the objectives of the club better understood in the community. See page 14.

### January—June

## 16. Recurring Activities

Meetings of the club, the committees, the board of directors, and the club assembly (see pages 10, 11 and topics 6, 7, 9) require continued attention by

the president. He will find that such attention contributes to building a strong club.

## 17. Selection of New Officers

In March the club's attention should be called to the approaching necessity for selecting new officers and to the desir-

able qualifications these officers should have for efficient administration of their respective responsibilities.

## 18. Representation at the District Conference

The president should head the delegation from his club to the district conference. He should make certain that insofar as possible all the incoming club officers attend the conference. In fact, it is highly desirable for each member of the club to be in attendance and

further to take part to the best of his ability. The president, as the leader, frequently will find it possible to make suggestions concerning which conference meetings certain members of the club should attend. By doing so he is helping further to strengthen the club.

## 19. Final Duties

In June the club funds should be audited and an annual report on the status of the club prepared, attention given by the board and the club assembly to see that the club's affairs are in the best

possible condition to turn over to incoming officers and new committees. At the last club meeting in June the president should make his report to the club and present the new officers.

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