



## RLI Undergraduate Curriculum: Part II

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**The Rotary Leadership Institute (RLI)** is a multi-district, grassroots leadership development program of member districts organized into regional divisions in various parts of the world.

RLI is not an official program of Rotary International and is not under its control.

Our Mission: to have Rotary Clubs identify those Rotarians who appear to have the potential for future club leadership (not necessarily as club presidents) and provide those identified with a quality education in Rotary knowledge and leadership skills so important in voluntary organizations.

### COURSE MATERIALS

Event Agenda, Faculty, Upcoming RLI Events, Division Leadership, and Welcome Letter are included as a supplement to the Curriculum. Full outlines, media & all reference materials are online at [www.RLI33.org](http://www.RLI33.org)



#### **Leadership - Goals**

2

The third of six courses on Leadership topics, the nature and importance of goal setting and the hands-on application of those principles in a club-oriented simulation.



#### **The Rotary Foundation II**

8

A participatory session examining the SHARE process of The Rotary Foundation and the impact of decentralization of decision-making on funding & program priorities.



#### **Communication Skills**

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A practical session on the most basic aspect of our interaction as Human Beings - communication, with an emphasis on oral communication skills in leadership roles.



#### **Ethics - Vocational Service**

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A thought-provoking session exploring the basic tenets of Rotary's vocational philosophy, its ethical underpinnings, and its meaning to Rotarians, inside and outside the workplace.



#### **Membership - Recruitment**

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An in-depth look at the organizational and practical issues surrounding the recruitment of new Rotarians, and a dissection of elements of effective recruitment methods.



#### **Analyzing Your Rotary Club**

27

Using a detailed checklist, this session allows each Rotarian to thoughtfully analyze the many aspects of their own Rotary Club, and discuss the necessity for specific action.

#### **Course Evaluation**

Handout



# Leadership - Goals


## Session Goals



Examine Why Goal Setting is Important



Discuss the Mechanics for Setting and Achieving Goals

Discuss the Need and Process for Strategic Planning

## Materials

  Insert LG-1: Strategic Planning Guide. EN (109)

  Club President's Manual. 222-EN-(907), Goals Section p 15-25

  Planning Guide for Effective Rotary Clubs. 862-EN-(809)

  What Will Rotary Look Like in 10 Years?

  The Rotary International Strategic Plan

Key:  attached insert  online  article  ppt

## Session Topics

- 1) Do we really need goals in a Rotary Club?
  - a) Is trying to set goals a waste of time and effort?
  - b) Discuss the pluses and minuses of goal setting
  - c) How do we go about creating goals for a Rotary Club? Who does it? What is the best process? What is the role of the club members?

*“Action without vision is wasted, and vision without action is just a dream.”*

*Action with vision brings hope to the world.”*

1996-97 RI Pres. Luis Vicente Giay  
— Address to 1996 Rotary Convention,  
Calgary, Alberta, Canada

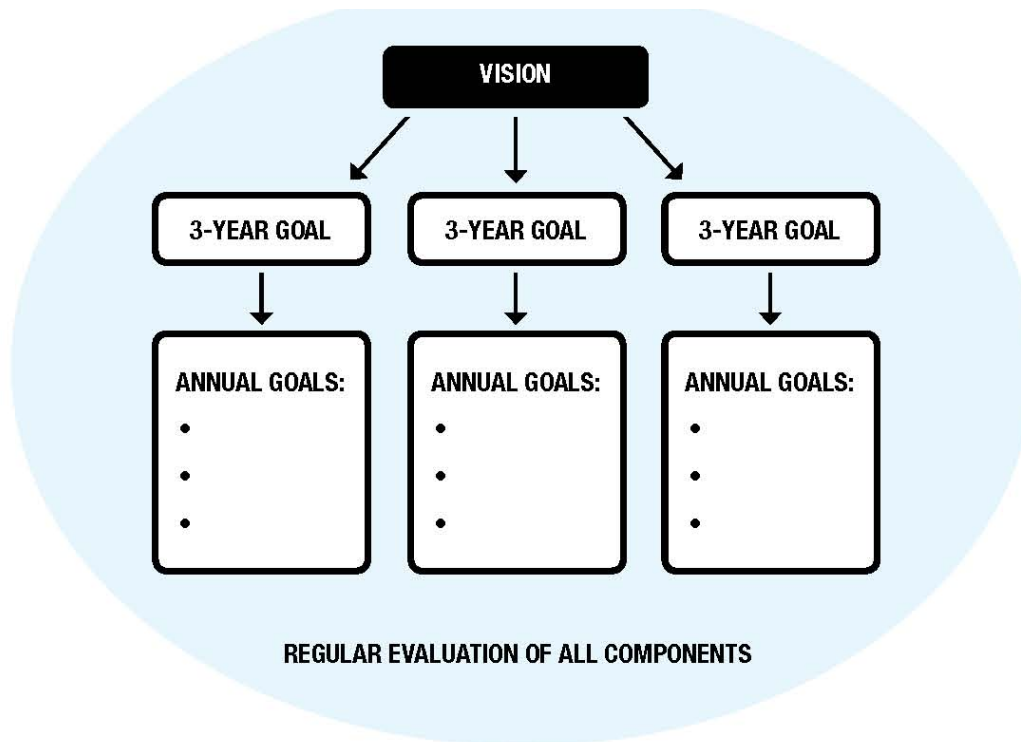


- 2) What makes a good goal? WHY?
- 3) What should be the time period for a goal? A year—more?
- 4) The Club Leadership Plan calls on Rotary Clubs to develop strategic plans. What is a strategic plan and how does it relate to goal setting?
  - a) Why do we need a strategic plan?
  - b) What benefits are there for a strategic plan?
  - c) How does the planning process differ from goal setting?
- 5) Let's try to develop some goals as part of a Club Strategic Plan!!
- 6) Once the strategic plan has been created, how can it be implemented?
  - a) How do we communicate the goals and how often should we communicate them?
  - b) How can we follow up goals? When should reports be given?
  - c) When should a strategic plan be revised? By whom?

*“We can teach children to love. We can teach them to respect themselves and others. We can teach them to set goals and work toward them. And in return, they can pass on these life-affirming values to the next generations.”*

*1994-95 RI Pres. Bill Huntley  
— Address to 1995 President's  
Conference on Family Values and  
Community Service,  
Chicago, Illinois, USA*

## Insert LG-1: Strategic Planning Guide



### **The Strategic Planning Model**

Strategic planning involves creating a vision, with supporting goals that can be regularly evaluated and adjusted as needed.

### **Process**

A strategic plan can be developed by completing the process below. Use the accompanying worksheet to record your ideas.

- 1. Where are we now?**
  - Describe your club's current state.
  - Brainstorm your club's strengths and weaknesses.
- 2. Where do we want to be?**
  - Create a list of 5-10 characteristics that you would like to see in your club three years from now.
  - Draft a one-sentence vision statement describing your club three years from now.
  - Finalize the vision statement, making sure that all participants support it.
- 3. How do we get there?**
  - Brainstorm three-year goals that will help your club achieve the vision, considering:
    - Strengths and weaknesses of the club
    - Programs and missions of RI and its Foundation
    - Involvement of all members
    - Achievability in three years
- 4. How are we doing?**
  - Prioritize the three-year goals based on participant consensus. As a group, decide on the top two or three goals that will have the greatest impact as your club works toward the vision.
  - Identify annual goals that support each of the top three-year goals.
  - Determine the deadlines, resources, and people necessary for meeting the first annual goal for each of the three-year goals.
  - Create a strategic planning team to regularly monitor progress and recommend revisions to the plan.
  - Allocate sufficient resources for the plan's implementation.
  - Evaluate all decisions to make sure they support the plan, providing feedback to the strategic planning team on their implementation.
  - Review the strategic plan annually, including the vision statement, three-year goals, and annual goals, and revise as needed.
  - Repeat the full strategic planning process every three years to create a new plan or affirm the current one.



ROTARY INTERNATIONAL

# Strategic Planning Worksheet

Use the process outlined on the previous page to complete this worksheet and create your strategic plan.

1. Where are we now? \_\_\_\_\_

Today's date: \_\_\_\_\_

Describe your current state:

Strengths:

Weaknesses:

2. Where do we want to be? \_\_\_\_\_

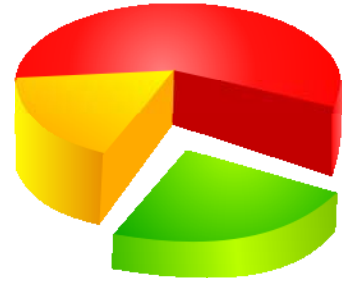
Target date: \_\_\_\_\_

Key characteristics of future state:

Vision Statement:



# Rotary Foundation II



## Session Goals


Review the Mechanics of the SHARE process

Discuss the Importance of the SHARE Program to Rotary Clubs

What are the Forces Affecting SHARE and What Changes are Likely in the Future

## Materials



 Insert RFII-1: DDF Account Register

 Insert RFII-2: DDF Options

  Full SHARE Kit (2010-11)

  TRF Quick Reference Guide

  SHARE Slideshow

  Future Vision Plan (FVP) Comparison Chart

  FVP Quick Reference guide

  FVP Slideshow

  FVP Slideshow (2009 Update)

Key:  attached insert  online  article  ppt

## Session Topics

- 1) Review of the SHARE Program. How does it work? Why is it important?
- 2) What funds contributed in the district are eligible for the SHARE Program?
  - a) What about restricted funds (e.g. Polio Plus Partners, Gates Challenge Grant)?
  - b) What about Permanent Fund?
  - c) Importance of EREY – *Every Rotarian Every Year* Campaign- adds Continuity & Scale
- 3) Who makes the selections?



- 4) Let's make some selections for our district. Divide into smaller groups for the following exercise.
- a) Group Exercises:
- i) Exercise I: The Annual Programs Fund contribution for District XXXX for the relevant year were \$200,000. What are the DDF Funds? Make your selections. Discuss the reasons for you selections and be ready to present your reasons to the group.
  - ii) Exercise II: The Annual Programs Fund contribution for District YYYY for the relevant year were \$300,000. What are the DDF Funds? Make your selections. Discuss the reasons for you selections and be ready to present your reasons to the group.
  - iii) Exercise III: The Annual Programs Fund contribution for District ZZZZ for the relevant year were \$400,000. What are the DDF Funds? Make your selections. Discuss the reasons for you selections and be ready to present your reasons to the group.
- b) Present selections to the larger group & discuss the reasons for the particular selections
- c) What should our priorities be in Foundation programs?
- d) Programs funded by the World Fund - What is it and what are the Programs supported by the Fund?
- 5) How can our clubs take advantage of DDF Funds for Humanitarian projects?
- 6) What percentage of total SHARE Funds are allocated subject to District and/or Club decisionmaking? 50 percent?, More? How?
- 7) What are our Rotary Foundation's priorities for service to others? Is SHARE an efficient way to target our Foundation's money resources toward those priorities? Is there a better way? What external and internal forces affect SHARE? What is the Future Vision Plan and is it a solution?

*“Rotary International’s masterpiece is The Rotary Foundation....It transforms our most daring dreams into the most splendid realities....The Rotary world and even the political world are already aware that The Rotary Foundation is the most generous expression of Rotarian generosity — a generosity that not only brings benefits, but also brings help and cooperation to solve the problems that affect mankind....Only God achieves the impossible, but The Rotary Foundation achieves the best that mankind can possibly achieve.”*

*1990-91 RI Pres. Paulo V.C. Costa  
— Address to 1996 Rotary Convention*



## Insert TRFII-1: DDF Account Register

**DDF Distribution 20\_\_\_\_ through 20\_\_\_\_**

<b>Starting Balance</b>			\$ _____	
Donation to PolioPlus Fund - Rotary's US\$200 Million Challenge			\$ _____	
<b>Scholarships</b>	<b>Qty</b>			\$ _____
Amabassadorial Scholars		\$25,000	\$ _____	
Multi-year	0	\$25,000	\$0	
3 mo. Cultural	0	\$12,000	\$0	
6 mo. Cultural	0	\$17,000	\$0	
3-5 mo. University Teacher	0	\$14,000	\$0	
6-10 mo. University Teacher	0	\$25,000	\$0	
<b>Group Study Exchange</b>				\$ _____
Additional GSE		\$13,000	\$ _____	
Additional Neighboring Country GSE		\$7,000	\$ _____	
Additional Team Member		\$3,000	\$ _____	
Additional NC Team Member		\$2,000	\$ _____	
Team Orientation/Language Training			\$ _____	
<b>DSG Request</b>				\$ _____
<b>Matching/ existing 3H Grants</b>	<b>Qty</b>	<b>Type</b>	<b>DDF Amt</b>	\$ _____
(Description)				
(Description)				
(Description)				
(Description)				
<b>Donation to Fund Pools</b>				\$ _____
Rotary Centers			\$ _____	
Scholarships for Low Income Counties			\$ _____	
<b>Other Donations</b>				\$ _____
<b>Total Distribution</b>				\$ _____
<b>Remaining Balance</b>				\$ _____



## **Insert TRFII-2: SHARE DDF Options \*\***

**Matching Grants — sponsor portion:** Support Rotary clubs and districts as they work with international partners to address humanitarian conditions that benefit communities in need.

**District Simplified Grants:** Support the service activities or humanitarian endeavors in which districts engage in local and international communities. The total maximum DSG allowance is equal to 20% of DDF based on 50% of Annual Giving three years prior.

**3-H Grants:** **Phased out July 2009** except for Existing Grants & certain USAID Water/Sanitation Grants.

**\*Academic-Year Ambassadorial Scholarship:** (US\$25,000): An Ambassadorial Scholar from your district or a non-Rotary country receives a flat grant of US\$25,000 to study for one academic year in another Rotary country during 2010-11.

**\*Multi-Year Ambassadorial Scholarship:** (US\$25,000): **Phased out July 2009.** An Ambassadorial Scholar from your district or a non-Rotary country receives a flat grant of US\$12,500 or its equivalent per year for two years of study in another Rotary country during 2010-12.

**\*3-Month Cultural Ambassadorial Scholarship:** (US\$12,000): **Phased out July 2009.** An Ambassadorial Scholar from your district or a non-Rotary country engages in intensive language training and cultural immersion for three months in another Rotary country during 2010-11.

**\*6-Month Cultural Ambassadorial Scholarship:** (US\$17,000): **Phased out July 2009.** An Ambassadorial Scholar from your district or a non-Rotary country engages in intensive language training and cultural immersion for six months in another Rotary country during 2010-11.

**\*3-5 Month Rotary Grant for University Teacher:** (US\$14,000): **Phased out July 2009.** A University Teacher from your district receives a flat grant of US\$14,000 for three to five months of teaching service at a university or college in a low-income country during 2010-11.

**\*6-10 Month Rotary Grant for University Teacher:** (US\$25,000): **Phased out July 2009.** A University Teacher from your district receives a flat grant of US\$25,000 for six to ten months of teaching service at a university or college in a low-income country during 2010-11.

**\*Group Study Exchange Team:** (US\$13,000): Districts in good standing are entitled to a World Fund GSE every year at no cost to the district, but may also send one additional GSE team through the use of DDF. Paired Rotary districts both send and receive a team of four non-Rotarians plus a Rotarian team leader for a four- to six-week study tour to learn how their vocations are practiced in another country. Exchanges are completed in one Rotary year. A GSE team funded with DDF may partner with a district that is funding their GSE through DDF or the World Fund. GSE World Fund awards may not be donated from one district to another. Also, districts may not accumulate GSE World Fund awards from year to year. **2010-11 and 2011-12 Teams are limited to one team every other year from the World Fund.**

**\*Neighboring Country Group Study Exchange Team:** (US\$7,000): Follows the same guidelines as a standard GSE, but is an exchange between any two districts located in countries that have a common border or exist in close proximity. In multi-country districts a Neighboring Country GSE team must be based on travel between localities that have a common country border or exist in close proximity.

**\*GSE Additional Team Member:** (US\$3,000): Districts may add up to two additional non-Rotarian team members through *SHARE*, contingent upon the written approval of district



governors from both districts. Additional Team Members must meet all eligibility requirements. Program subsidies remain the same regardless of the number of team members.

\*Neighboring Country GSE Additional Team Member: (US\$2,000): Districts pursuing a Neighboring Country GSE may also add up to two additional non-Rotarian team members through *SHARE*, contingent upon the written approval of district governors from both districts. All other requirements remain the same.

GSE Team Orientation: (maximum of US\$1,000): Districts may use DDF to offset costs associated with planning and conducting orientation programs for out-bound GSE teams.

GSE Language Training Subsidy: (any amount): This option is available to your district to supplement the Standard Language Training Subsidy of up to US\$1,000 offered by the Foundation.

## **Donations**

PolioPlus Fund: An opportunity to donate DDF to PolioPlus, Rotary's priority program, to support the most essential components of polio eradication activities such as National Immunization Days, including house-to-house vaccination campaigns in priority countries, and disease surveillance. The Rotary Foundation received a US\$355 million grant from the Bill and Melinda Gates Foundation. During the 2008-09, 2009-10, 2010-11 and 2011-12 Rotary years, we are challenged to raise US\$200 million to match the Gates Foundation's gift. A district's 2010-11 DDF donation to PolioPlus will be counted towards matching the Gates Foundation Challenge Grant.

DDF Donation: A contribution of DDF is made to a Rotary district of your choice. The receiving district may use the donated DDF for any available *SHARE* option it chooses.

World Fund: The World Fund is vital to the continuation of the Foundation's programs. The Trustees use the World Fund to offer programs such as, Group Study Exchange awards, the Foundation's matching portion of Matching Grants and pilot programs.

Permanent Fund: The Permanent Fund ensures The Rotary Foundation's ability to meet the urgent needs of the future through an endowment. Spending of investment earnings from DDF contributions to the Permanent Fund will be used for the World Fund. (DDF donations into pooled endowed funds for the support of Rotary centers are not accepted.)

Rotary Centers for International Studies in peace and conflict resolution program: Donations support the pool of funds that provides up to 60 Rotary World Peace Fellowships for master's degree study and up to 50 Rotary World Peace Fellowships for professional development certificate study, offered annually on a world-competitive basis for study at the seven Rotary Centers. Rotary World Peace Fellows obtain a master's degree in international relations, peace studies, conflict resolution, and related areas or a professional development certificate in peace and conflict studies.

Scholarships Fund Pool for Low-Income Countries: This fund provides Ambassadorial Scholarships to be awarded annually to students from low-income countries.

## **Notes**

DDF Program Options that are marked with asterisk (\*) may also be donated to other districts.

\*\* Districts selected as a pilot district for the Foundation's Future vision Plan will be provided with a different list of Trustee-approved *SHARE* DDF spending options.

For further information regarding the aforementioned programs, please consult the 2009-10 *Quick Reference Guide* at [http://www.rotary.org/RIdocuments/en\\_pdf/219en.pdf](http://www.rotary.org/RIdocuments/en_pdf/219en.pdf).



# Communication Skills

















## Session Goals

Introduce the basic elements and importance of effective communications

Discuss the role of communications in Rotary leadership

## Materials

-   Insert CS-1: Sample Biography of District Governor
-   Insert CS-2: 10 Tips for Public Speaking
-   Insert CS-3: Communication Skills, (Page 3) Excerpted from Leadership Development: Your Guide to Starting A Program. 250-EN-(308)
-   Insert CS-4: Leadership Styles, (Page 4) Excerpted from Leadership Development: Your Guide to Starting A Program. 250-EN-(308)
-   Effective Public Relations 257-EN-(707)
-   10 Biggest Public Speaking Mistakes
-   The 10 Commandments of Communication

Key:  attached insert  online  article  ppt

## Session Topics

- 1) What opportunities exist for a leader or any member of a Rotary Club to communicate with the members?
- 2) What makes a good speech? When developing a speech, report, introduction, how should you approach that?
- 3) What do believe an audience wants to hear or not hear from a speaker at:
  - a) a Graduation;



- b) A toast at a wedding;
  - c) A shareholders' meeting;
  - d) The presentation of an award?
- 4) Think about speeches, reports, introductions, etc. in your club or in Rotary generally.
- a) What do you remember about them?
  - b) Do you remember facts and figures?
  - c) Do you remember stories/jokes, etc.?
  - d) Do you remember the main point(s)?
- 5) How many major points should a speaker or writer make in a communication? Talk about some different circumstances.
- 6) When is a written or oral communication too long? Is a very short communication sometimes effective?
- 7) How would you go about preparing for a talk/speech?
- a) Would you practice?

*“Rotary’s greatest strength will always be the individual Rotarian. No other organization has such powerful human resources.”*

Past RI President Glen W. Kinross  
— *President’s Message*  
THE ROTARIAN, July 1997



- b) Would practice help you in a specific situation or in the future?
  - c) Would an outline help or is it easier to just talk “off the cuff?”
  - d) Would you use a joke for your talk?
- 8) How would you go about preparing for an introduction of a Dignitary or Speaker?
- a) What are the elements of a good introduction?
  - b) How would you introduce a visiting district governor for his/her official visit?
  - c) Have you heard some good introductions in your club?
  - d) What makes them good or bad?
- 9) Practice introducing a district governor on an official club visit. See biography below given to you by the District Secretary. How can you design an effective introduction? Would having the governor’s biography help? A sample governor’s biography is attached as an Insert.



## **Insert CS-1: Sample Biography of District Governor**

Joe Rotarian is the District Governor of District 4999. He is an insurance consultant with the firm of Mountjoy and Lufkin of Council Bluffs, Iowa. He was born in Omaha, Nebraska and went to public schools there until the family moved to Lincoln, Nebraska. He was a member of his high school football team, playing as an offensive tackle. Unfortunately, his team lost the Conference tournament in his senior year of high school. He then went on to Mullville Community College where he earned an associate degree in psychology and then completed his education at Phillips Seminary, also in Mullville.

After spending two years in the U.S. Army, Joe worked as a road crew supervisor for Mullville Construction Company for eight months and then supervised a shift at the Ford Motor Company plant in Wobegon, Michigan. Unfortunately he was laid off during a slowdown at the company. He then got a job as an insurance salesman and now is an insurance consultant for various businesses.

Joe joined Rotary in 1990 and quickly became the 50/50 committee chair. After holding other important club positions, he became club president in 1991. At the district level, Joe was District Chaplain, District Sgt. at Arms and Assistant Governor. He was nominated for Governor in 1998 and attended the Rotary International Assembly in San Diego, California.

He is married to Melissa Rotarian and has three children—Joe, Jr. who is in the 4<sup>th</sup> grade in the Washington School, Annemarie, who is married and lives in Des Moines, Iowa and Martin who is at home. The family lives at 549 Mulberry Street in Council Bluffs and he can be reached by email at [joe@yahoo.com](mailto:joe@yahoo.com)



## **Insert CS-2: 10 Tips for Public Speaking**

**Feeling some nervousness before giving a speech is natural and even beneficial, but too much nervousness can be detrimental.**

Here are some proven tips on how to control your butterflies & give better presentations:

1. **Know your material.** Pick a topic you are interested in. Know more about it than you include in your speech. Use humor, personal stories and conversational language – that way you won't easily forget what to say.
2. **Practice. Practice. Practice!** Rehearse out loud with all equipment you plan on using. Revise as necessary. Work to control filler words; Practice, pause and breathe. Practice with a timer and allow time for the unexpected.
3. **Know the audience.** Greet some of the audience members as they arrive. It's easier to speak to a group of friends than to strangers.
4. **Know the room.** Arrive early, walk around the speaking area and practice using the microphone and any visual aids.
5. **Relax.** Begin by addressing the audience. It buys you time and calms your nerves. Pause, smile and count to three before saying anything. ("One one-thousand, two one-thousand, three one-thousand. Pause. Begin.) Transform nervous energy into enthusiasm.
6. **Visualize yourself giving your speech.** Imagine yourself speaking, your voice loud, clear and confident. Visualize the audience clapping – it will boost your confidence.
7. **Realize that people want you to succeed.** Audiences want you to be interesting, stimulating, informative and entertaining. They're rooting for you.
8. **Don't apologize** for any nervousness or problem – the audience probably never noticed it.
9. **Concentrate on the message – not the medium.** Focus your attention away from your own anxieties and concentrate on your message and your audience.
10. **Gain experience.** Mainly, your speech should represent *you* — as an authority and as a person. Experience builds confidence, which is the key to effective speaking. A Toastmasters club can provide the experience you need in a safe and friendly environment.

Free resource from [www.Toastmaster's.com](http://www.Toastmaster's.com)

# COMMUNICATION SKILLS



The ability to communicate a vision and purpose to individuals and groups will help Rotarians gain support and accomplish goals in both Rotary and their professions. Rotarians build trust and fellowship by listening, understanding, and providing feedback.

### Speaking points

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- Explain how club leaders are responsible for organizing and sharing information with club members, other club leaders, and the community.
- Discuss different communication styles:<sup>\*</sup>
  - Direct: Speaks decisively, states positions strongly, gets to the point
  - Spirited: Readily expresses opinions, focuses on the big picture, can be persuasive
  - Systematic: Focuses on specific details, uses precise language, emphasizes facts instead of emotions
  - Considerate: Listens well and uses close, personal, supportive language
- Review the characteristics of effective communication, including active listening, providing feedback, and recognizing barriers to understanding.
- Describe and discuss the meaning of nonverbal communication methods, including facial expressions, gestures, silence, eye contact, and use of space.

### Discussion questions

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How would you describe your communication style?

How do you ensure that you're communicating effectively?

How can you make sure everyone in your Rotary club is informed?

What happens when communication fails? How can it be re-established?

### Suggested activities

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**Role play:** In groups of three, have participants analyze the communication process. One person should serve as the speaker, another as the listener, and the other as the observer. As the speaker and listener communicate, the observer should note the qualities of their communication, and then provide feedback to both participants. Observers should consider questions such as: Was the message clear? Did either person use a certain communication style? Were the characteristics of effective communication apparent?

**Group work:** In pairs, have participants brainstorm common communication barriers that could arise during a service project. Once all the pairs have a list, have them brainstorm ways to overcome these issues.

<sup>\*</sup>Based on research from the *Human Resource Development Quarterly*. May be replaced with communication styles commonly used in your culture.

# LEADERSHIP STYLES



A leadership style encompasses how a person provides direction, implements a plan, or motivates others. To achieve their goals, effective leaders often switch styles to suit the situation.

### Speaking points

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- Describe leadership styles\* and their characteristics:
  - Participative: Seeks to involve other people
  - Situational: Changes leadership style according to situational factors
  - Transactional: Works through hierarchical structures and systems of reward and punishment
  - Transformational: Leads by inspiration, sharing energy and enthusiasm
  - Servant: Serves others rather than being served
- Explain the benefits of strong leadership in Rotary clubs and districts.

### Discussion questions

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What types of leadership roles have you held in your professional and personal life?  
What skills were important in these roles?

How do you modify your leadership style between your professional and personal life?

Which leadership styles do you use?

Can you learn to be a leader? Can you change your leadership style?

### Suggested activities

---

**Group work:** In pairs, have participants describe an exceptional leader they've worked with and list the person's leadership characteristics, picking the three most important. Have the full group generate a comprehensive list of effective leadership qualities.

**Individual work:** Have participants complete an assessment of their leadership style. (You may develop your own assessment tool or purchase one used for businesses.)

\*Based on research by Kurt Lewin and Rensis Likert. May be replaced with leadership styles commonly used in your culture.



# Ethics Vocational Service















## Session Goals

Examine the concept of “Vocational Service” and why is it important to Rotary Clubs

Reflect on whether Rotarians can affect Business Ethics and how

Discuss the Vocational Projects that Rotary Clubs perform and the Impact that they have

## Materials

-  Insert EVS-1: The Guiding Principles of Rotary
-   Article: The Four Way Test Means Business (0709)
-   Applying the 4 Way Test. 502-EN-(495)
-  Organizing a 4 Way Test Essay. [www.4waytest.org](http://www.4waytest.org)
-   Vocational Service Month
-   Rotary Volunteer Handbook. 263-EN-(1007)
-   E-Learn Vocational Service

Key:  attached insert  online  article  ppt

## Session Topics

- 1) What is “vocational service”? Why is vocational service important?
- 2) Was Rotary really founded on the principle of vocational service?
  - a) How did the principle of one’s vocation shape early Rotary ideals and practice?
  - b) What relationship existed between the early vocational principles of Rotary and ethics, and how was this relationship influenced by the then prevailing business standards?

*“Working to find peace in the world is a family problem. It is not too big a problem to deal with if we realize that we are all from the same family.”*

*1982-83 RI Pres. Hiroji Mukasa  
— Building Bridges of Friendship in the Community  
THE ROTARIAN, August 1982*



- c) Rotary rapidly evolved into a “service organization”. How did this evolution affect the early vocational principles of Rotary as applied within the club and in the community?
- d) What early ethical and vocational principles carry over into the doctrine of today’s Rotary organization and into the practice of today’s Rotary clubs?
- 3) Can Rotarians raise the ethical standards of business?
- a) Is ethics something we can take for granted or should we have an actual, concrete plan of service to further ethics in business?
- b) In ethics, is a Rotary program of heightened ethical awareness enough?
- c) With ethics in mind, how can we utilize our professional and business expertise for the community?
- 4) What does your club do in vocational service? What does your club do for Youth? Club Members? Your Community?
- 5) Do you see an impact from the vocation service your club performs? If so, what? Who does it affect?
- 6) How do you measure results?
- 7) If clubs are not involved in any vocational service activities, how can we encourage some activities?

*“Example, good or bad, is contagious....If we set a good example, seeing us, others may do likewise. All of us have more influence than we sometimes suppose.”*

1966-67 RI Pres. Richard L. Evans  
— *The Appearance of Things*  
THE ROTARIAN, May 1967

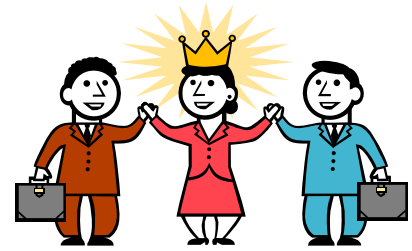


## Insert EVS-1: Guiding Principles of Rotary

<p style="text-align: center;"><b>The Object of Rotary</b></p> <p>The Object of Rotary is to encourage and foster the ideal of service as a basis of worthy enterprise and, in particular, to encourage and foster:</p> <p><b>FIRST.</b> The development of acquaintance as an opportunity for service;</p> <p><b>SECOND.</b> High ethical standards in business and professions, the recognition of the worthiness of all useful occupations, and the dignifying of each Rotarian's occupation as an opportunity to serve society;</p> <p><b>THIRD.</b> The application of the ideal of service in each Rotarian's personal, business, and community life;</p> <p><b>FOURTH.</b> The advancement of international understanding, goodwill, and peace through a world fellowship of business and professional persons united in the ideal of service.</p>	<p style="text-align: center;"><b>The Four Avenues of Service</b></p> <p>Based on the Object of Rotary, the Avenues of Service are Rotary's philosophical cornerstone and the foundation on which club activity is based:</p> <p><b>Club Service</b> focuses on strengthening fellowship and ensuring the effective functioning of the club.</p> <p><b>Vocational Service</b> encourages Rotarians to serve others through their vocations and to practice high ethical standards.</p> <p><b>Community Service</b> covers the projects and activities the club undertakes to improve life in its community.</p> <p><b>International Service</b> encompasses actions taken to expand Rotary's humanitarian reach around the globe and to promote world understanding and peace.</p>
<p style="text-align: center;"><b>The Four-Way Test</b></p> <p>From the earliest days of the organization, Rotarians were concerned with promoting high ethical standards in their professional lives. One of the world's most widely printed and quoted statements of business ethics is The Four-Way Test, which was created in 1932 by Rotarian Herbert J. Taylor (who later served as RI president) when he was asked to take charge of a company that was facing bankruptcy.</p> <p>This 24-word test for employees to follow in their business and professional lives became the guide for sales, production, advertising, and all relations with dealers and customers, and the survival of the company is credited to this simple philosophy. Adopted by Rotary in 1943, The Four-Way Test has been translated into more than a hundred languages and published in thousands of ways. It asks the following four questions:</p> <p>"Of the things we think, say or do:</p> <ol style="list-style-type: none"> <li>1. <b>Is it the TRUTH?</b></li> <li>2. <b>Is it FAIR to all concerned?</b></li> <li>3. <b>Will it build GOODWILL and BETTER FRIENDSHIPS?</b></li> <li>4. <b>Will it be BENEFICIAL to all concerned?"</b></li> </ol>	<p style="text-align: center;"><b>Declaration of Rotarians in Businesses and Professions</b></p> <p>The Declaration of Rotarians in Businesses and Professions was adopted by the Rotary International Council on Legislation in 1989 to provide more specific guidelines for the high ethical standards called for in the Object of Rotary:</p> <p><b>As a Rotarian engaged in a business or profession, I am expected to:</b></p> <p>Consider my vocation to be another opportunity to serve;</p> <p>Be faithful to the letter and to the spirit of the ethical codes of my vocation, to the laws of my country, and to the moral standards of my community;</p> <p>Do all in my power to dignify my vocation and to promote the highest ethical standards in my chosen vocation;</p> <p>Be fair to my employer, employees, associates, competitors, customers, the public, and all those with whom I have a business or professional relationship;</p> <p>Recognize the honor and respect due to all occupations which are useful to society;</p> <p>Offer my vocational talents: to provide opportunities for young people, to work for the relief of the special needs of others, and to improve the quality of life in my community;</p> <p>Adhere to honesty in my advertising and in all representations to the public concerning my business or profession;</p> <p>Neither seek from nor grant to a fellow Rotarian a privilege or advantage not normally accorded others in a business or professional relationship.</p>



# Membership Recruitment






















## Session Goals

Explore the Importance of Recruitment to our Clubs

Discuss Approaches to Recruitment

Review Available Recruitment Resources

## Materials

-  Insert\_MR11-1: The Membership Process Chart
-   Membership Development Resource Guide. 417-EN-(408)
-   New Member Orientation: A How-To Guide for Clubs. 414-EN-(108)
-   Rotary Basics. 595-EN-(508)
-   How to Propose a New Member. 254-EN-(1205)
-   New Member Bulletin. EN (1008)
-   Club, District & RI: Partners in Membership Development. 641-EN-(0708)
-   Club Membership Committee Manual. 226-EN-(706)
-  **Welcome to Rotary** Video at [http://www.rotary.org/RIdocuments/video/welcome\\_to\\_rotary.wmv](http://www.rotary.org/RIdocuments/video/welcome_to_rotary.wmv)
-   E Learn Member Recruitment Slideshow
-  More Recruitment Resources online at <http://www.rotary.org/en/Members/RunningAClub/DownloadLibrary/Pages/ridefault.aspx>

Key:  attached insert  online  article  ppt

## Session Topics

- 1) Rotary International says that 90%–95% of Rotarians have never sponsored a new member. Why do you think that is?
  
- 2) What are the benefits of recruiting new members?



- a) Benefits to the new member?
  - b) Benefits to your Rotary Club?
  - c) Benefits to your community?
  - d) Benefits to the international organization?
  - e) Benefits to the world?
- 3) Rotary membership is open to business, professional and community leaders. How do you find leaders in each group to join Rotary?

- a) How is a classification survey a useful tool?
  - b) Are there other resources for identifying potential members?
- 4) Some Rotary leaders have said that in our membership recruitment efforts, we should seek out quality rather than quantity. Is this elitist? What is “quality”?
- 5) What can you do to have your club reflect the diversity of your community?
- 6) Why do people join a Rotary Club?
- 7) Take a look at your club!!

*“If we want to see another century of Rotary, we must make Rotary attractive to young people. Many young people share our beliefs.*

*To get them involved in Rotary, we must concentrate on activities that capture their attention, so they are willing to make a commitment.*

*It is not the responsibility of young people to come to our clubs. It is ours to invite them.”*

1993-94 RI Pres. Robert Barth  
— Address to 1994 Rotary  
Convention, Taipei, Taiwan



- a) Is it attractive to potential members? How so?
  - b) What is the first impression when a prospective member visits your club?
- 8) Let's develop a membership campaign—divide in smaller groups.

9) Resources

- a) Role of Club Membership Committee
- b) Role of District Membership Committee
- c) Regional Rotary International Membership Zone Coordinator

*“When a tree stops growing  
— it is ready to die....*

*A Rotary club is like that: It is moving ahead only when it is growing. When the growing ends, the knife-and fork club begins.”*

*1957-1958 RI Pres. Charles G. Tennent  
— Little Lessons in Rotary (Third Edition), March 1978*

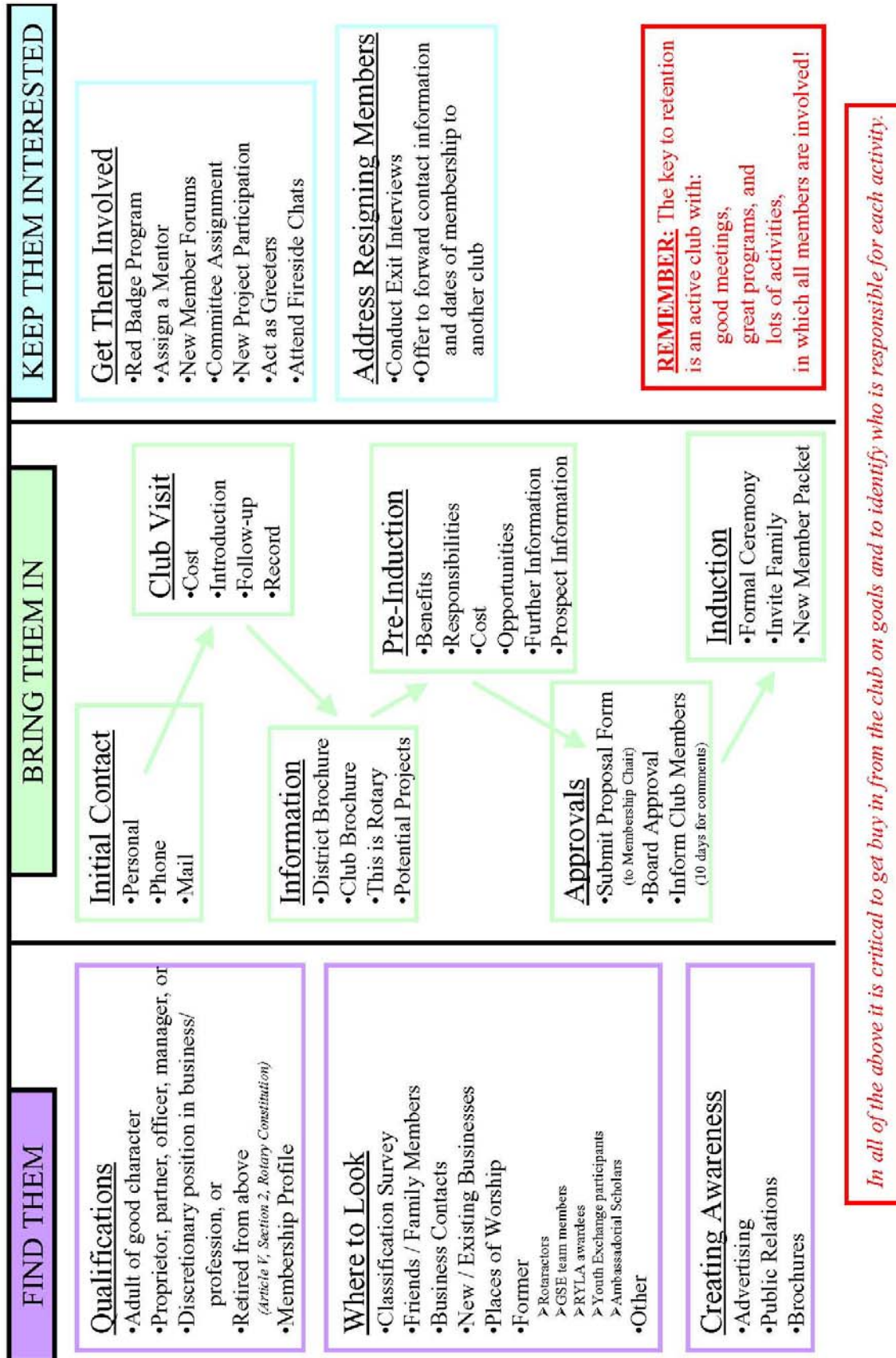
- d) Resources available through [www.Rotary.org](http://www.Rotary.org)

10) Ideas

11) Summarize

# Insert MR11-1: Membership Process Chart

## THE MEMBERSHIP PROCESS



HMH Rev. 8/25/04



# Analyzing Your Rotary Club

## Session Goals

- Evaluate your own Rotary Club
- Review Possible Areas of Improvement
- Discuss Why Specific Improvements Should be Made

## Materials

- Insert ARC-1: Rotary Club Self-Evaluation and Review
- We Care Program
- Club Culture Slideshow

Key: attached insert online article ppt

## Session Topics

- 1) How does your club rate in each area?
- 2) How can improvements be made?
- 3) Why should they be made?
- 4) What things have been learned at the Rotary Leadership Institute that might be helpful?
- 5) The Club Self-Evaluation is attached

*“...There is so much pleasure in Rotary activities. The breakfast, luncheon, or dinner every week brings you in contact with your fellow members. Their diverse interests and knowledge stimulate your interest in your community... The planning for service projects both close by or across some distant horizon carries us out of our own self-interest into the wonderful world of service to others... [and the] pleasing paradox... that we grow in stature when we give of our time and talent to improve the quality of life for someone else. How strange that when we give dignity to someone else, we grow in dignity ourselves...”*

1989-90 RI Pres. Hugh M. Archer  
THE ROTARIAN, July 1989



**Rotary Club Self-Evaluation of Performance and Operations**

This form is to conduct a self-evaluation and review of your club’s current performance and operations. It is NOT intended to “grade” your club, but rather provide a mechanism to discover the strengths of your club and identify areas that might be improved. Many questions will require a degree of reasonable appraisal. Please be guided by the Four Way Test and your best judgment in answering the questions.

**Club Administration**

**Score**

*Please rate the following: Yes= 5 pts No=0 pts Don’t Know = DK*

- 1. Our Rotary Club has adopted the Club Leadership Plan. \_\_\_\_\_
- 2. The club has written By-laws that are available to each member. \_\_\_\_\_
- 3. The club Board of Directors meets on a regularly announced basis. \_\_\_\_\_
- 4. The club has developed both a long-term and short-term plan of action. \_\_\_\_\_
- 5. The club has an e-mail address and/or web page with current information on it. \_\_\_\_\_
- 6. The official Rotary International Directory is available to the members. \_\_\_\_\_
- 7. The club publishes a roster listing the officers, members, committees and chairs. \_\_\_\_\_
- 8. The club plans social events for members and partners throughout the year. \_\_\_\_\_
- 9. The club makes an effort to contact absent or ill Rotarians \_\_\_\_\_
- 10. The club has received a Presidential Citation within the last 3 years. \_\_\_\_\_
- 11. The club has an annually prepared budget that is approved by the members. \_\_\_\_\_
- 12. The club receives a financial report of all income and expenses at least once a year. \_\_\_\_\_

*Please Rate the Following: Excellent= 5, Good= 4, Satisfactory=3, Fair=2, Poor=1 Don’t know= DK*

- 13. The club meeting location site or area is \_\_\_\_\_
- 14. The food provided during the meal at the club meeting is \_\_\_\_\_
- 15. The quality of speakers and club programs are normally \_\_\_\_\_
- 16. The meetings start and finish on time and the use of an agenda is \_\_\_\_\_
- 17. The Board of Directors report to the club about their actions is \_\_\_\_\_
- 18. The club’s communication of important Rotary information to the members is \_\_\_\_\_
- 19. The payment of club dues by the members in a timely fashion is \_\_\_\_\_



20. The payment of district and International dues in a timely fashion is \_\_\_\_\_
21. The information and content of the club newsletter/bulletin is \_\_\_\_\_
22. The club's use of sound systems, lecterns, decorations, flags, banners and other Rotary related items are \_\_\_\_\_
23. The operation of the club committee system with regards to meeting regularly and reporting to the board of directors and/or the membership is \_\_\_\_\_
24. The club's promotion of district assemblies, conferences, conventions and special meetings are \_\_\_\_\_
25. The club's use of RI Themes and knowledge of the RI President's message and initiatives are \_\_\_\_\_
26. The club's greeting and treatment of visiting Rotarians is \_\_\_\_\_
27. The special recognition given to visiting guests during club meetings is \_\_\_\_\_
28. The information and topics presented at a club assembly is \_\_\_\_\_
29. The club's treatment and reception of the District Governor's official visit is \_\_\_\_\_
30. Fellowship encouraged by the use of singing, "happy dollars," raffles, etc. is \_\_\_\_\_
31. The degree of Rotary spirit and friendly fellowship that exists in the club is \_\_\_\_\_
32. The club's efforts to recognize special individuals with "Rotarian of the Year", "Citizen of the Year", etc. is \_\_\_\_\_
33. The desire of the Rotarians to sit at a different table each week is \_\_\_\_\_
34. The club's recognition of special events, birthdays etc of the members is \_\_\_\_\_
- Please rate the following:*
35. Our club has a speaker **weekly** (5 pts), **monthly** (3 pts), **never** (0 pts). \_\_\_\_\_
36. The club newsletter is published **weekly** (5 pts), **bi-weekly** (3 pts), **monthly** (1 pt), **none** (0 pts) . \_\_\_\_\_
37. The club holds regular club assemblies **monthly** (5 pts), **quarterly** (3 pts) **semi-annually** (1 pt), **never** (0 pts). \_\_\_\_\_
38. The Rotary International rules on attendance are **always** (5 pts), **usually** (4pts), **occasionally** (3 pts), **seldom** (2 pts), **never** (1 pt) strictly enforced. \_\_\_\_\_
39. The club members are **always** (5 pts), **usually** (4 pts), **occasionally** (3 pts), **seldom** (2 pts), **never** (0 pts) reminded to make-up for absences \_\_\_\_\_





become active in the club \_\_\_\_\_

8. The club **frequently** (5 pts), **often** (4 pts), **seldom** (2 pts), **never** ( 0 pts) holds special membership drives (cocktail, wine & cheese parties, meet & greet, etc) to identify and attract potential new members. \_\_\_\_\_

9. The club **always** (5 pts), **sometimes** ( 3 pts), **seldom** (1 pt), **never** (0 pts) has information or materials about joining Rotary at its fund raisers or events. \_\_\_\_\_

*Please rate the following: Yes= 5, No= 0, Don't know= DK*

10. The club has an active membership chair that makes regular reports to the club. \_\_\_\_\_

11. The club has and uses a membership classification system. \_\_\_\_\_

12. The club has developed a membership interest survey form. \_\_\_\_\_

13. The club assigns new members to committees based on their interests. \_\_\_\_\_

14. The club annually sets measurable and reasonable membership goals. \_\_\_\_\_

15. The club has and uses a "Mentoring" program. \_\_\_\_\_

16. The club has developed a welcoming package for new Rotarians. \_\_\_\_\_

17. The club has a special program (red badge, greeter, etc.) to make new members feel welcome. \_\_\_\_\_

18. The club conducts new member orientation meetings \_\_\_\_\_

19. The club pays for new Rotarians to attend the Rotary Leadership Institute. \_\_\_\_\_

20. The club conducts an "exit interview" to determine why members leave. \_\_\_\_\_

21. The club systematically asks each new member for a referral. \_\_\_\_\_

22. The club provides non-Rotarian speakers with information about Rotary. \_\_\_\_\_

*Rate the following: Excellent=5, Good=4, Satisfactory= 3, Fair=2, Poor=1, Don't know= DK*

23. The club's promotion of membership issues is \_\_\_\_\_

24. The club's use of the classification list is \_\_\_\_\_

25. The club membership balance and representation of the community business segments and general population are \_\_\_\_\_

26. The club's attempts to invite qualified members of any race, gender or ethnic group to join the club is \_\_\_\_\_

27. The club's new member orientation meetings are \_\_\_\_\_



28. The club’s induction ceremony of a new member to the club is \_\_\_\_\_

29. The club’s “mentoring” program is \_\_\_\_\_

30. The club has a specific retention program that is \_\_\_\_\_

31. The club’s participation at district membership seminars is \_\_\_\_\_

32. The effort to encourage all members to attend the Rotary Leadership Institute is \_\_\_\_\_

33. Overall, the club’s efforts to attract and keep new members is \_\_\_\_\_

**Please add the total points for questions 1-33 Membership \_\_\_\_\_**

**Don’t knows \_\_\_\_\_**

### **The Rotary Foundation**

*Please rate the following: Yes = 5 No = 0 , Don’t know = DK*

1. The club has an active Foundation chair that makes regular reports to the members. \_\_\_\_\_

2. The club sets and achieves its Foundation giving goal each year. \_\_\_\_\_

3. The club encourages individuals to become Paul Harris Fellows on their own. \_\_\_\_\_

4. The club matches contributions made by members to the RI Foundation. \_\_\_\_\_

5. The club makes a special presentation of a new Paul Harris Fellowship \_\_\_\_\_

6. The club publicly posts a list of all the Paul Harris Fellows. \_\_\_\_\_

*Please rate the following:*

7. **Most** (5 pts), **many** (4 pts) **some** (3 pts) **few** (2 pts) **none** (0 pts) of the club members understand that money given to The Rotary Foundation returns to the district for its use three years later \_\_\_\_\_

8. Information about The Rotary Foundation is provided to the club **every month** (5 pts), **every three months** (3 pts), **every six months** (1 pts) **never** (0 pts) \_\_\_\_\_

9. **All** ( 5 pts), **most** (4 pts), **many** (3 pts), **some** (2 pts), **few** (1 pt), **none** (0 pts) of the club members know about Paul Harris Fellows and how to become one. \_\_\_\_\_

10. **Most** (5 pts), **many** (4 pts), **some** (3 pts), **few** (2 pts), **none** (0 pts) of the club members contribute each year to The Rotary Foundation under the Every Rotarian Every Year program. (EREY). \_\_\_\_\_

11. My club has sponsored a GSE team member, an ambassadorial scholar, a university teacher or a peace scholar **within the last 1-3 yrs** (5), **4-6 yrs** (3), **longer or never** \_\_\_\_\_





- performance in the club and community are \_\_\_\_\_
- 5. The club’s effort to conduct one new community service project each year is \_\_\_\_\_
- 6. The club’s efforts to conduct one new international service project each year is \_\_\_\_\_
- 7. The club’s use of input, talents and resources of the members for service projects is \_\_\_\_\_
- 8. The club’s use of input, talent and resources from community leaders for service is \_\_\_\_\_
- 9. I consider the club’s activities regarding service, locally and internationally, to be \_\_\_\_\_
- 10. The club has conducted an active program or project in the following areas

Please credit 3 pts for each service project that your club has done *within the last 3 years*

- \_\_\_\_\_ Drug use prevention or rehabilitation
- \_\_\_\_\_ Polio eradication or other community immunization project
- \_\_\_\_\_ Environmental activities
- \_\_\_\_\_ Literacy projects
- \_\_\_\_\_ Clean water programs
- \_\_\_\_\_ Providing food for the hungry
- \_\_\_\_\_ Assisting the community’s handicapped or elderly
- \_\_\_\_\_ Providing health or medical care locally or Internationally
- \_\_\_\_\_ Providing recreational opportunities for the community
- \_\_\_\_\_ Helping the poor or needy of the community
- \_\_\_\_\_ Improving the community’s economic or social quality of life
- \_\_\_\_\_ Conducting career opportunity programs
- \_\_\_\_\_ Assisting or guiding the youth of the community
- \_\_\_\_\_ Creating or supporting a Rotoract or Interact Club
- \_\_\_\_\_ Working with other local service groups on a common project
- \_\_\_\_\_ Work with other Rotary Clubs on a common project
- \_\_\_\_\_ Work with community educational facilities
- \_\_\_\_\_ Traffic or highway safety programs or projects
- \_\_\_\_\_ Animal safety or care programs
- \_\_\_\_\_ Disaster assistance program or project
- \_\_\_\_\_ Others

Total points for question 10 \_\_\_\_\_

***Please rate the following: Yes = 5 No= 0, Don’t know= DK***

- 11. The club conducts various fund raisers to support its service programs. \_\_\_\_\_
- 12. The club relies mainly on financial contributions from the members to fund its service programs. \_\_\_\_\_
- 13. The club has participated in an International Service project within the last 2 years. \_\_\_\_\_
- 14. The club participates actively in the Youth Exchange Program. \_\_\_\_\_
- 15. The club regularly invites the local Youth Exchange students to its meetings. \_\_\_\_\_





- last year. \_\_\_\_\_
- 9. Representatives from the media are active members of the club. \_\_\_\_\_
- 10. The club has a brochure describing the club and its projects available for handout. \_\_\_\_\_
- 11. The Rotary logo and club identification is visible for completed community service projects. \_\_\_\_\_

**Please add the total points for questions 1-11 Rotary Public Relations \_\_\_\_\_**  
**Don't knows \_\_\_\_\_**

**Please forward the totals for all the questions to the last page**

### **Bonus Questions**

- 1. I receive the Rotarian magazine each month. (Y=5, N=0) \_\_\_\_\_
- 2. I have received or am familiar with the District Governor's newsletter. (Y=5 N=0) \_\_\_\_\_
- 3. I have brought in a new member to the club within the last 2 years. (Y=5 N=0) \_\_\_\_\_
- 4. I understand the SHARE System of The Rotary Foundation. (Y=5, N=0) \_\_\_\_\_
- 5. I am a Paul Harris Fellow or a Sustaining Member. (Y=5, N=) \_\_\_\_\_
- 6. I have worked on or contributed to service project within the last 2 years. (Y=5 N=0) \_\_\_\_\_
- 7. I visit the club, district or Rotary International websites **daily** (5 pts), **weekly** (4 pts)  
**monthly** (3 pts), **occasionally** (2 pts), **never** (0 pts) \_\_\_\_\_
- 8. I **always** (5 pts), **sometimes** (3 pts), **never** (0 pts) make-up for a missed meeting. \_\_\_\_\_
- 9. I, personally have served on a district committee within the last **1-5 yrs** (5 pts),  
**6-10 yrs** (3 pts), **longer or never** (0 pts). \_\_\_\_\_
- 10. I, personally attended the district conference or International convention within  
**the last year** (5 pts), **2-5 yrs** (3 pts), **longer than 5 yrs** ( 1 pt), **never** (0 pts) \_\_\_\_\_
- 11. I have contributed to The Rotary Foundation within the last **1 year** (5 pts),  
**2-3 years** (3 pts) **4 years or more** (1 pt), **never** (0 pts). \_\_\_\_\_

**Please forward the total points for questions 1-11 to the last page** total \_\_\_\_\_

#### **Scoring**

	<i>Your score</i>	<i>DK's</i>
Club Administration (47 questions)	_____ out of 235 points	_____(38)
Membership (33 questions)	_____ out of 165 points	_____(29)



The Rotary Foundation (22 questions)	_____ out of 110 points	_____ (10)
	<i>Your score</i>	<i>DK's</i>
Rotary Service (23 questions)	_____ out of 173 points	_____ (22)
Publicity & Public Relations (11 questions)	_____ out of 55 points	_____ (6)
Bonus Points (11 questions)	_____ out of 55 points	
<b>Total points</b>	_____ out of 793 points	
<b>Total Don't Knows (DK)</b>	_____ out of 105 questions	

**Grand Total**

700 points plus = Outstanding

600-699 points = Excellent

500-599 points = Very Good/Average

400-499 points = Could be improved

300-399 points = Caution- club may need assistance

less than 300 points – The club is in need of serious and immediate assistance

**Please do not make any adjustments to the total point final figure for the DK's. . The following is for reference only.**

1-10 DK's = 5 to 50 additional points - **Normal**

11-20 DK's = 55 to 100 points – **Caution-** should be concerned about the lack of knowledge about your club.

21-35 DK's = 105 to 175 points – **Critical-** you need to learn more about your club.

36 or more – **Unacceptable-** Unless you're a new member, you need to seriously learn more about the functioning of your club.

***This is a non-weighted, unscientific analysis of your club and the results should only be used to identify areas that either you or the club might be lacking. It should not be taken as a negative reflection on the activities of the club or its Rotarians.***

***A "clean copy" of this survey for duplication is contained online at [www.RLI33.org](http://www.RLI33.org) under the "Downloads" section.***