

recognized the need for decentralized control outside of Zones 31 & 32, but also recognized that support from the international RLI organization would be critical to success of the Divisions. The names of Divisions already formed appear on the Website of the RLI at www.rotaryleadershipinstitute.org.

In September, 2003 the functions of the RLI and the Home Division (Zones 31-32) were separated and the umbrella organization of divisions is now called the International Rotary Leadership Institute or the Rotary Leadership Institute. Divisions are called by their division names. The governing body of the umbrella organization is the RLI Coordinating Council consisting of the Chairs of each Division, the International Chair, the International Executive Director, the Intl. Vice-Chair(s), the Intl. Regional Vice-Chairs and other RLI officers. The Coordinating Council meets annually at the R.I. Conventions and at such other times as may be called by the Chair or the Council. It may take action by email, telephone or mail. The Coordinating Council will adopt an annual budget, set Division dues and adopt standards and goals for the RLI.

MISSION OF THE ROTARY LEADERSHIP INSTITUTE

“The purpose of The Rotary Leadership Institute is to provide an educational opportunity for Rotarians identified as potential leaders by their club presidents. Each club president will be asked annually to nominate club members as potential club leaders (not necessarily future presidents) in the years ahead. Courses will be given for the nominees to foster Rotary knowledge and leadership skills. It is hoped that these courses will also motivate the participants to be enthusiastic, creative and dedicated Rotarians.

“No ray of sunshine is ever lost, but the green which it awakens into existence needs time to sprout, and it is not always granted for the sower to see the harvest.”

Albert Schweitzer

Those attending the three course days for their full duration will receive recognition of completion, as will those attending Graduate courses. Course methods will reflect the most innovative and participatory methods possible. Methods will include discussion groups, role-playing, problem solving workshops, group planning exercises, etc. Lectures are limited.”

The problem that led to the formation of the RLI is that too many presidents and other leaders of our Rotary clubs come to office with little knowledge of Rotary, especially outside the confines of their clubs, and little knowledge of the leadership skills necessary to move Rotary ahead. Clubs with good leadership involve their members in worthwhile and interesting service projects, create an atmosphere of inclusion and friendship, conduct interesting meetings with good programs and grow and retain their membership. LEADERSHIP is the key element for the success of our clubs. Almost all of the R.I. training programs, such as PETS, District Team Training Seminar, district assemblies, etc., are “job-specific” programs. The RLI focuses on potential leaders early in their Rotary careers and does not focus on specific Rotary positions, but provides general leadership education.

The basic course is given in three full day “Parts”. Some participants may take one Part each year for three years or attend the other Parts in different locations. For example, in the Northeast America Division, a participant may attend a course at any location (30 locations in 2009-10) and go through the same program. The Parts must be taken in order - I, II, III. Upon completion of the three Parts, a participant is given the RLI pin and is then eligible to select in-depth “graduate seminars” in various subjects. The Graduate Program was initiated in the 2000-1 Rotary year in Zone 32 and is being expanded each year. The curriculum topics are shown on the RLI website. The curriculum is reviewed each year and a revised recommended curriculum and materials are distributed early in the Rotary year to all Divisions. RLI recommends that divisions utilize the recommended curriculum and then modify it only to meet local customs and conditions. There is great value in general uniformity of courses throughout the Rotary world. Certainly, within a division, participants should be able to visit any location where a Part is given and experience the same program.

The course day consists of a breakfast meeting (optional), lunch and six breakout sessions. The faculty members must go through a full day orientation program before they can lead discussion groups. Where geography permits, a majority of the faculty normally comes from districts other than the target district(s) for that course day. Each faculty member should be expected, if conditions permit, to volunteer for 2 or 3 or more course days each Rotary year. Faculty members are recommended by district governors and district RLI leaders. They range from past directors to past club presidents and sometimes Rotarians who have not yet been club presidents, especially when they have special skills. The ability to lead discussions without lecturing is an important criterion in selecting faculty members.

Rotary International has adopted a Club Leadership Plan that calls for leadership training for club members. That action is the result of an international consensus that poor club leadership has been a major factor in club membership losses. The RLI is uniquely positioned to assist our Rotary Clubs in meeting this obligation. The RLI’s many years of experience in leadership development prevents districts and clubs from “reinventing the wheel” and provides the necessary resources for a successful educational program.

GUIDING PRINCIPLES OF THE INSTITUTE

The following principles/assumptions have guided the development of the Institute program from its inception:

The most serious problem facing Rotary is insufficient effective and enthusiastic leadership at the club level;

Leadership skills can be “learned”;

The more one knows about Rotary, the more enthusiastic a Rotarian becomes (most Rotarians know very little about the world of Rotary outside of their own clubs);

It is more important for the participants in Institute courses to become enthusiastic Rotarians than to memorize “facts” about Rotary;

Courses must be held at locations and times and at a sufficient number of sites that are convenient for Rotary Club members. Depending on the geographical size and distribution of its clubs of a district, a single course in a district may not be sufficient.

In order to build enthusiasm for Rotary, courses must be creative, use innovative instructional methods, strictly limit lectures and emphasize participatory discussion groups;

The best results from discussion groups come from groups of ten to fifteen participants;

Faculty members must continually train and gain experience to be able to remain effective;

Discussion leaders must ask provocative questions and be able to bring out varied opinions and experiences ---a good discussion leader can even “teach” fact-based courses without lecturing;

Qualified faculty members can be drawn from the ranks of present and past club presidents, present and past R.I. officers and even non-past presidents with skills/experience in special areas;

This is a LEADERSHIP DEVELOPMENT PROGRAM, which has the best attendance when club presidents identify potential club leaders and nominate them for the program. It is not effective to ask everyone in the club “who wants to attend?”;

The curriculum needs constant review to benefit from experience and student evaluations;

The program must be essentially the same at all course sites in order to encourage attendance by participants at any locations for all three parts of the courses.

II. *WHY DIVISIONS?*

The RLI believes that the best way to expand its leadership development program around the Rotary world and to continually improve its quality is through the formation of Divisions. A Division may be a district, a region, a country, etc., that works together with the other Divisions to share ideas and further the mission of the RLI. The organized division system also provides for support from the International RLI officers and attempts

to avoid completely “reinventing the wheel.” An important part of that support includes, where possible, faculty training which is critical to the success of the program.

The Divisions, using the same organizational name and the same logo and generally using the same curriculum, provide greater publicity to Rotarians and help to emphasize the need for leadership education for potential club leaders. If the RLI merely handed out copies of the curriculum materials and said goodbye, there would be a disorganized array of activities (or no activities) around the world. There would also not be much sharing of ideas among the various parts of the world nor sharing of the experiences of RLI leaders and faculty members. The RLI infrastructure is essential to the growth, quality and maintenance of its leadership development program.

III. *HOW IS A DIVISION CREATED?*

The signing of a written agreement between the International RLI and the Division creates a Division. See the form of agreement in Appendix A. Those interested in forming Divisions should contact the International RLI Chair David Linett – ginlin@aol.com – to discuss what areas would be included in the Division, who would lead the program, the proposed name of the Division (e.g., The Southern Florida USA Division), etc. Ideally one to three districts would form the original core of a Division, which might anticipate further multi-district growth in the future. It is hoped that ultimately Divisions would consist of 5-10 or more districts, although that may not be possible in certain parts of the world where one district may consist of multiple countries or cover a very large geographical area.

Division agreements should be signed by incumbent district governors or governors elect (if the division is starting in the DGE’s year) to comply with R.I. multi-district practice. The support of district leaders is critically important to the future success of the Division.

Each Division pays annual dues to the division and the division from those dues pays the International dues to cover its administrative expenses.. The current annual international dues, billed in July, are US\$ 100.00 per district in a Division. Payment for the dues should accompany the signed agreement when it is sent to the Chair of the RLI.(Note that the amount of the dues is subject to the action of the International Coordinating Council.)

IV. *THE RESPONSIBILITY OF THE RLI TO EACH DIVISION*

The RLI provides the updated recommended curriculum materials each year to each Division in English. Where materials have been previously translated into another language, the RLI will provide it to divisions using the same language. It is a goal of the RLI that international translation teams will be formed to provide RLI materials in all necessary languages.

The RLI will cooperate with each Division in providing initial faculty training and ultimately training others to train further faculty members. The training/orientation sessions normally take place within the boundaries of the division. RLI, subject to budget

constraints, usually pays the transportation expenses of the Intl. Training Team, normally two RLI trainers (sometimes accompanied by their spouses) and the division pays the site expenses of the team, including lodging, meals, airport transfers, etc.

The RLI provides two web sites. The main website, www.rotaryleadershipinstitute.org lists all divisions with their Chair's email address and the address of any division website. There is also a materials website that contains curriculum materials, faculty orientation materials, etc. It is made available to RLI members.

The RLI prepares and distributes a monthly (except July) Ebulletin and Annual Report and sends messages to International and Division officers, Senior Leaders, etc.

The RLI will update this Handbook for New Divisions from time to time. The revised Handbook will be posted on the website. The RLI website also provides considerable information and material for all member divisions and districts.

The RLI permits the Division to use the name set forth in the agreement and the logo of the RLI. It will assist in ordering RLI pins and other materials where graphics have already been prepared.

The RLI organizes a breakfast meeting at each R.I. Convention and may organize other meetings for division leaders. Regional Vice-Chairs are encouraged to convene regional meetings of divisions where possible. Those meetings are an opportunity for sharing ideas, recommending curriculum changes, adopting a budget etc. The convention breakfast meetings were initiated in 2001 at the San Antonio Convention and have continued at every R.I. convention since that time. The Intl. Curriculum Committee has been meeting annually in recent years and every division is entitled to send representative(s).

The RLI provides ongoing support to each Division to assure the continued success of the RLI program.

V. THE RESPONSIBILITY OF EACH DIVISION TO THE RLI.

A Division agrees to:

Use the name "The Rotary Leadership Institute, _____ Division", and to use only the logo of the RLI;

Provide the RLI with copies of its curriculum and all materials used by the Division in its courses, promotion, organization, etc.;

Send representatives to the annual meeting of the RLI at each International Convention and the Division Chair to the meetings of the RLI Coordinating Council as needed;

Send material to the RLI for RLI Website and for the periodic publications.;

Conduct courses generally using the RLI curriculum, except where minor changes are absolutely necessary. Such courses will be held in such locations that will serve the needs of the Rotary clubs within the Division areas.

Translate the RLI materials into the leading language(s) of the Division and to share the translations with the RLI for possible use by other Divisions;

Arrange for faculty training with the assistance of the International RLI;

At the request of RLI make efforts to cooperate with area districts, countries, etc. to expand the Division to additional districts or regions (except where geographical considerations make that impractical);

Cooperate with the RLI to build a successful organization to provide effective leadership development programs to Rotary clubs.

Pay the annual dues to the RLI as determined from year to year by the Coordinating Council.

VI. HOW DOES A DIVISION GET STARTED WITH THE RLI PROGRAM?

Note: Because each Division is different in geographical size, languages, number of districts, etc., the RLI will recommend specific strategies as each Division is formed. These recommendations will also be made at Faculty Orientation Sessions. The following is a general guide for starting the program:

1- Enter into an agreement with the RLI. See the International Chair or a Regional Vice-Chair.

2- Call together a meeting (in person, via email, etc.) of those interested in forming an organizational committee for the Division. Also invite the district governor, governor-elect and other incoming governors. If the governor cannot attend, attempt to obtain his/her approval of the meeting.

Comments: The initial selection of people to invite to serve on the organizational committee is very important to the future success of the program. The program needs good “leadership” and selection should be based on proven ability to successfully carry out projects. Support of governors, etc. is obviously very important. The district governor(s) should be kept fully advised of the progress of the project.

3- Have the committee designate a chairman, a treasurer, a registrar and any other officers needed, such as vice-chair(s), regional vice-chair(s), secretary, etc. Determine how much money should initially be deposited into the Division treasury and the source of such funding. The committee should, in coordination with the district governor(s) determine the initial amount of annual district dues that should include the amount of the international dues.

Comments: The chairman of the organization committee would normally be the Division Chair. The treasurer is responsible for opening a bank account, preparing a budget and paying the bills. See also paragraph 11 below. The Registrar designs the registration forms, collects the registration forms and fees, provides registration services at the courses and keeps the records of those registering, attending, etc.

4-Determine how many course sites will ultimately be necessary to serve the Rotary clubs within the Division.

Comments: The success of the program requires that the locations of the courses be accessible to club members. Geography often determines how many sites are necessary. As a rule of thumb, 1½-2 hours is usually the **maximum time** one should normally be expected to travel to a course. In some areas the participants are used to traveling further and used to staying at hotels or Rotarian homes the evening before a course. Local conditions must always be considered. Adding course sites slowly with a goal of reaching the estimated number of course sites needed, over a period of time is usually a good approach. The pace of adding sites is somewhat dependent on the availability of trained faculty, local leadership and sufficient time to promote attendance.

5- Contact the International RLI to arrange for the first faculty training.

Comments: Faculty (discussion leaders for future courses) orientation obviously must precede the first courses. The effectiveness of discussion leaders is critical to the success of the program. If those attending do not have a good experience in Part I, they will not return for Parts II, III, etc. The International RLI provides an orientation program for its new divisions faculty members and suggests thereafter annual reorientation sessions by the division trainers. For new divisions, the optimum faculty orientation program runs two days because it also includes background sessions on the RLI program and must allow sufficient time for faculty practice sessions, etc. The RLI will send a training team to a site within the Division. Eventually each Division will develop its own training personnel, although the RLI International Training Team is always available for assistance. The Division Chair or other officer charged with assigning faculty members to various sessions at courses, should carefully observe the new faculty and assign each one to a session for which the faculty member is the strongest, etc.

The RLI Training Team liaison officer will send the division a check list of what is needed for the orientation program. Course outlines should be provided to the new faculty in advance of the scheduled orientation sessions so they can prepare for the practice sessions.

6- Determine a time frame for the first Part I location(s).

Comments: After the potential course sites are chosen, tentative dates should be selected. In some areas, a work day is effective; in other areas a non-working date is best. Consideration should be given to other district event dates, holidays, seasonal problems, etc. Course dates should be set far enough ahead to provide ample time for promotion of the course.

7- Review the RLI Part I curriculum materials that may be found on the RLI materials website.

Comments: While there are many ways to develop a curriculum for a leadership development program, there are also benefits to uniformity of courses within Rotary. Furthermore, the RLI has continually tested the curriculum since 1992 and has revised it each year in light of participant evaluations, faculty comments and R.I. leaders' comments. Instead of "reinventing the wheel", a new division should use the recommended curriculum for at least a year or two and then, make minor changes only to meet necessary local customs and traditions or to change time periods. Suggestions for curriculum changes are welcomed by RLI and will be considered by the International Curriculum Committee in its annual review of the recommended curriculum and materials.

8- Compile the Part I materials for the first courses and have them duplicated as needed. The specific Division information needs to be inserted in the course notebooks/materials where indicated. If needed, translations should be prepared of the materials. RLI is attempting to post translations on the materials website.

Comments: Provide a participant notebook or other binder at each course. The notebook contains the outlines for each session, other materials in support of the outlines and local information as to faculty, committees, etc. The material for the notebook needs to be duplicated and inserted in notebooks or binders. Faculty notebooks contain the faculty outlines as shown on the materials website..

9- Select sufficient numbers of faculty members for the first Part I course(s).

Comments: A good rule of thumb is for each faculty member to lead no more than three breakouts of the six in each Part. Consideration should be given to limiting the number of breakouts assigned to a faculty member because it takes time and effort for a faculty member to be completely familiar with the course material and to plan his/her approach to the session. For a Part I course, for instance, if 30 Rotarians were attending, there would need to be 2 sections (of 15) for each breakout, for a total of 12 breakout sections. If each faculty member took 3 sections, there should be 4 faculty members. Larger groups of participants have the advantage of being exposed to more faculty members. The participants usually stay in the same breakout room all day and the faculty members move to each assigned section.

10- Arrange with a hotel, a school or college, or other meeting place for the first course(s). Obtain a written contract/agreement for the site. If the Division plans on multiple sites in a Rotary year, the District Chairs can serve as Arrangements Chairs to deal with the hotel, etc.

Comments: The choice of a site for a course is important because many times, the quality of chairs/desks, the suitability of a room for audio-visual equipment, etc., the quality of meals, etc. can influence the attitude of those attending. Hotels are usually the best sites, but are, of course, more expensive than schools, colleges, public buildings and other meeting places. For all events a written contract is best and should cover the essential items requested by the Division.

11- Determine the budget of the Division, including the fees to be charged to the participants or their clubs.

Comments: A budget will provide data to determine the charges that must be made to participants or their clubs and any annual dues to be paid by the member districts. There are two major items for a budget: (a) expenses of a course day and (b) general administrative expenses of the program. It is important to stress to the clubs that they should pay the course fees for the participants they nominate because the expense is an investment in the future of the club.

12- Prepare registration materials for participants with instructions that they be sent to the Registrar.

Comments: A registration form should be prepared for all the courses during a single Rotary year. If there will be multiple course sites/dates, etc., they should all be placed on the same form with instructions to the registrants to check off the relevant items. If resources permit, online registration should be made available. It is preferable that one person, the Registrar, handle ALL registrations for all sites/dates within the Division.

13- Discuss how the first course(s) will be promoted. Promote the course(s) heavily, using mailings to the clubs, email, faxes, literature and talks at district and club meetings, governor's newsletters, governors and assistant governors club visits, websites, etc.

Comments: All courses need HEAVY PROMOTION. Rotarians don't just attend events unless the event is heavily promoted. A promotion plan should be developed to utilize as much opportunity as possible. Promotion is a year-round job and the existence and benefits of the program must be publicized at every opportunity. Club presidents should be asked to nominate one or two Rotarians in their clubs who have the "potential" for future club leadership. The presidents should be advised not to ask for volunteers at the club meetings, but to approach good prospects individually and tell the prospects that the club believes they have the potential to be future club leaders and that the club will pay for attendance at the leadership program.

14- Have the Division Chair or designee poll the faculty members as to their availability for the first course(s) and then assign faculty members to each breakout session, etc.

Breakouts should be limited to approximately 10-15 participants.

Comments: It is preferable for the Division Chair or other assigned person, to assign the faculty for each session. That person becomes familiar with the strengths of each faculty member and assigns him/her to the courses for which they are strongest. For established Divisions, a questionnaire should be sent to each faculty member at the beginning of the year and, if the Division is of sufficient size, before the beginning of the second half of the year. The faculty members can then indicate the dates and places for which they are available.

15- Arrange with the Registrar to set up registration procedures and personnel at the course(s).

16- Invite the district governor(s) and other district officers to be present at the course. It is customary for the governor of the site district to bring greetings at the luncheon.

17- After the first course(s), have the organizational committee meet to evaluate the results and to form a more permanent executive committee.

Comments: After the first year's courses, it will become apparent that organizational changes may be necessary. In a multi-district Division, each district should have a District Chair and preferably a leadership development committee to assist the chair. The same should apply to districts covering multiple countries that may also need country chairs, etc. The officers and district chairs should constitute an executive committee to make the major decisions of the program. (Governors and governors-elect should be invited to meetings as ex-officio members. Their support is very important to the success of the program.)

18- Begin the process for the Part II courses. No one should be permitted to take the courses out of order.

Further resource information will be posted to the RLI Website.

SEE APPENDICES ON THE NEXT PAGES

activities, meetings, etc. The dues shall be determined by the Coordinating Council based on the number of clubs/districts within the Division, the estimated costs to the RLI, etc. The initial dues for the Division for the current Rotary year shall be US\$ 100.00 per district in each division, payable upon execution of this Agreement.

6. Each Division agrees that upon withdrawal from membership in the RLI, all materials shall be returned to the RLI and neither any further use of the name RLI nor the use of the RLI logo shall be permitted. If the _____ Division defaults in any of the requirements of this Agreement, the Coordinating Council may terminate this Agreement with the Division and the Division will then comply with the requirements of this paragraph.
7. It is understood that each Division shall be generally autonomous except as specifically set forth in this Agreement, as may be approved by the Coordinating Council or as may be required by Rotary International. The Coordinating Council may promulgate general standards and recommendations for the Divisions.
8. This Agreement must be initially signed by the first Chair of the Division and each initial participating district governor and such district(s) shall become a party to this agreement. Additionally each participating district governor shall sign an agreement of membership within the Division. Subsequent districts as shown below may be added by the signing by the then district governor of the agreement of membership. Copies of all agreements of membership within a division shall be sent to the RLI. Other new districts not allocated to the division (set forth below) must have the approval of the RLI to become part of the Division.
9. The Division agrees to display the following language on all its publications, websites, etc. or such similar language as may be required by Rotary International: "The Rotary Leadership Institute, _____ Division is not an official program of Rotary International, nor under its control." The Division will comply with requirements of Rotary International..
10. This Agreement shall be automatically renewable on July 1 of each year, unless a Division notifies the International Executive Director of the RLI of its intention to withdraw no later than 90 days prior to the July 1 renewal date.

This Agreement is signed on the ____ day of _____, 201

For the _____ Division:

Chair of the Division

Print name, title, address, tel. & email address of Chair:

Initial Participating District(s) Governor(s) shall sign the attached addendum.

The Division includes Districts Nos.: _____

Countries initially part of Division: _____

Future countries, regions, areas approved by RLI for future expansion of the Division:

Initial Participating District Acceptances (if more districts need to sign, attach additional copies of this page)

District # _____

_____ Dated:
District Governor

District # _____

_____ Dated:
District Governor

(Add separate pages for additional initial districts)

For the RLI

_____ Dated:

For further information contact:

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