
2 Goal Setting

As club president-elect, you will lead the club in establishing goals for what your club will achieve during your year as president. To begin the goal-setting process, you must assess the strengths and weaknesses of your club and determine how your club can improve what it does well and address areas of concern. Encourage broad club participation in the goal-setting process.

To achieve goals, you will need the hard work of your fellow club members. As club president, you must lead volunteers. Recognize club members who set an example for other members through their outstanding participation in club projects and activities.

Responsibilities

As president-elect, you have the following goal-setting responsibilities:

- Understanding the characteristics of an effective goal
- Developing or assessing your club's long-range goals
- Establishing annual goals, that are in harmony with your club's long-range goals
- Ensuring an action plan has been developed for each goal
- Implementing and continually evaluating your club's goals
- Motivating club members to accomplish the goals
- Seeking opportunities for recognition through RI, The Rotary Foundation, and your district

Goal Setting

The *Planning Guide for Effective Rotary Clubs* (appendix 39) is a practical goal-setting tool that will help you work with your club leadership team to establish goals. The guide helps you to assess your club's current state and also provides strategies that you may choose to achieve club goals.

You'll work on the planning guide during the presidents-elect training seminar and at the district assembly with your fellow club leaders. A completed copy of the *Planning Guide for Effective Rotary Clubs* should be submitted to your district governor by 1 July.

Use the planning guide throughout your year in office to help measure club progress toward established goals or to try a new strategy. It's a working document, one that can be updated as needed. Review the planning guide with your assistant governor and district governor during club visits throughout the year.

Effective Goals

Your club's long-range goals should cover the next three to five Rotary years and address the elements of an effective club. Long-range goals should also include strategies for promoting your club's successes in each element. Work with club leaders to develop or review your club's long-range goals before you attend your presidents-elect training seminar (see chapter 9 for more information).

As president-elect, assess the current state of your club, using the *Planning Guide for Effective Rotary Clubs*, and then begin to draft annual goals for the future. Effective goals are

- **Shared.** Those who participate in setting a goal and developing strategies to achieve that goal are committed to implementing it.
- **Measurable.** A goal should provide a tangible point to pursue.
- **Challenging.** A goal should be ambitious enough to go beyond what the club has accomplished in the past.
- **Achievable.** Rotarians should be able to accomplish the goal with the resources available.
- **Time specific.** A goal should have a deadline or timeline.

Consider these club activities when setting goals:

- Membership
- Service projects
- The Rotary Foundation (participation and contributions)
- Leadership development
- Public relations
- Club administration

Developing an Action Plan

Establishing goals is the first step toward ensuring your club is effective and successful during your year in office. As president, you will delegate much of the implementation of club goals to your committee chairs and members. Your role is to ensure that an action plan has been developed for each goal and that steady progress is being made toward achieving the goals. To develop an action plan for each goal:

- Outline the specific steps needed to achieve the goal.
- Establish a time frame for each step.

- Determine who is responsible for implementing each step.
- Establish criteria for measuring progress and success for each step.
- Consider the resources and tools available to support the goal.
- Evaluate the success of previous goals and your current plan, modifying as necessary.

Evaluation

Once goals have been achieved, work with those who implemented them to evaluate their success. This evaluation should assess which strategies worked and which did not. Insights gained from the evaluation should be applied to other goals and shared with the president-elect and president-nominee, as applicable, as they begin to develop goals.

Motivating Volunteers

Once you have established your goals and developed a plan to achieve them, you must work to motivate your club leaders and committee chairs to follow the action plan. Because Rotarians are volunteers, what motivates them in their profession may not motivate them in Rotary. You must consider each club leader and member as an individual and address their motivational needs. The following are common motivators for volunteers:

- Belief that the goal will benefit the community and their Rotary club
- Fellowship opportunities
- Networking opportunities
- Belief that the goal can be achieved
- Assignments that use their expertise
- Due dates with consistent follow-up by the president or other members of the club leadership team
- Recognition of their efforts

Use these motivating factors to help encourage member commitment to Rotary and participation in club activities. Club activities that combine these motivating factors are particularly effective.

Awards

Awards often motivate volunteers. Rotary International and The Rotary Foundation offer awards and recognize outstanding service for Rotarians and Rotary clubs. For an overview of awards available through RI and The Rotary Foundation, see appendix 5.

Districts often develop their own awards to acknowledge outstanding achievement. Contact your governor or assistant governor to learn about awards available for individuals or clubs.

Individual clubs are also encouraged to develop their own awards to recognize excellence within the club and community.

Responsibilities

As president-elect, you have the following award responsibilities:

- Developing club annual and long-range goals that will meet award program requirements, such as for the RI Presidential Citation
- Promoting award programs for which members or the club might be eligible

As president, you should communicate with district leadership about possible nominees in your club as soon as possible. It is your role to present awards to club or community members.

To maximize the motivational potential of awards and contribution recognition:

- Make the presentation memorable.
 - Invite the governor or other appropriate Rotary leader to present the award
 - Invite family members to attend
- Invite prospective members to attend. This allows them to learn about Rotary and the outstanding contributions of club members. It also demonstrates the club's appreciation of its members.
- Create an appropriate atmosphere for the presentation.
 - Use a stage or podium
 - Use decorations or flowers, as appropriate
- Photograph the presentation and give a photograph to the recipient.

Nomination forms for awards are revised regularly. For more information about eligibility requirements, exact deadline dates, and a wide variety of other awards, go to www.rotary.org or contact RI Programs or Foundation staff.

Resources

The following resources are available to help you set goals and motivate club members for a successful year:

Informational Resources

- *Planning Guide for Effective Rotary Clubs* (appendix 39) — A club assessment and goal-setting tool that club leaders use to record goals in the areas of membership, service projects, The Rotary Foundation, public relations, leadership development, and club administration.
- *Presidential Citation Brochure* (900A-EN) — Leaflet that outlines the Presidential Citation Program for the current Rotary year.

www.rotary.org

Keyword search:

- Recognition programs — RI and Rotary Foundation awards and recognition programs.

Work with the club public relations committee to help publicize awards given to your club or club members. Many communities offer awards for outstanding volunteers or service organizations; find out whether your club or individual members are eligible. Recognition of the club and individual Rotarians can improve the club's public image and membership recruitment efforts.

Human Resources

- RI Programs staff — Staff members at RI World Headquarters who can answer questions about RI service awards.
- Rotary Foundation staff — Staff members at RI World Headquarters who can answer questions about Foundation service awards.

For contact information, see the *Official Directory* or go to www.rotary.org. Publications can be ordered from the *RI Catalog* or downloaded at www.rotary.org.