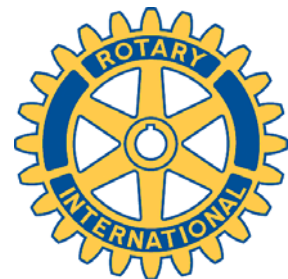




the **clp** in **15** lessons



Rotary International
District 3310

Proviso

These CLP Lessons are given in good faith, based on what I know or understand about the Club Leadership Plan. Some aspects are subject to interpretation and mine would not be the only way. Please check with the CLP staff at R.I. if you have any doubt about the correctness of any part of the contents.

*PP Leong Chee Woh
Rotary Club of Johor Bahru
28th November 2006*

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What is the CLP ?

The Club Leadership Plan is RI's recommended administrative structure for Rotary clubs.

There are 2 parts to this:

1. The CLP organisation structure is new and different to that which we have been used to; and
2. It includes several operational procedures or processes that are based on Rotary clubs' best practices. For effect, I'd like to call these the "governing principles" of the CLP. These governing principles are built into the administrative structure and must be put in practice for the club to function effectively.

The CLP is RI's blueprint to take Rotary into its second century of service.

Properly implemented, it takes your club, RI say, to "the next level".

Question

What do you think RI mean by "take your club to the next level" ?

The CLP Organisation Structure

The new organisation structure consists of:

1. The Board of Directors; and
2. The Standing Committees

The 5 recommended CLP Standing Committees are:

1. The Club Administration Committee;
2. The Club Membership Committee;
3. The Club Public Relations Committee;
4. The Club Service Projects Committee; and
5. The Club Rotary Foundation Committee.

The Board consists of the President, PE, VP, IPP, Secretary, Treasurer and a number of directors to be determined by the club. Each Standing Committee consists of a Chair, a Past Chair, a Chair-elect and a number of members to be determined. They may each also have a Secretary.

The Board members are elected whereas the Standing Committees, including the chairs, are appointed. The Committees report to and are accountable to the Board.

The CLP is an extension of the DLP – the District Leadership Plan. The club organisation structure is directly linked to and supported by the district's structure (see Appendix I). The CLP thus encourages clubs and district to work closely, with the district providing support in leadership and resources.

Questions

What do you see are the significant changes in the club Organisation Structure? Is it merely 'old wine in new bottles' or is there more?

What is the significance of the committee chairs who are appointed in the CLP structure versus service directors who are elected in the old structure?

What do you think of the link between clubs and district? Will your club make better use of district resources?

Functions of the Board & Standing Committees

The functions of the Board and the Standing Committees are distinctly separate.

The Board of Directors are involved in long-term strategic planning. The club establishes a vision to chart the direction of the Club for the next three to five years. The Board's duties include formulation of a long-term strategic plan and continual review of the plan.

The incoming President leads in setting annual goals that are in harmony with the long-term plan and which the club will achieve during his year as President.

The Standing Committees organise and implement projects and programmes to carry out the annual and long-range goals of the club.

The duties and responsibilities of the Board and the Standing Committees are detailed in the new Club Officers' Kit. The new Kit consists of the Club President's Manual, the Club Secretary's Manual - both of which have been rewritten to reflect the CLP - plus new manuals for each of the 5 Standing Committees.

See http://www.rotary.org/newsroom/downloadcenter/training/district_assembly.html

and Appendix II

Questions

What do you see are the advantages of keeping distinctly separate the new functions of the Board and the functions of the Standing Committees?

Does the long-term planning function of the Board mean a radical reversal of the "annual-all-change" policy of the past? What are its advantages?

Club Admin, Membership, PR and The Rotary Foundation are nothing new, we had them all before albeit without the emphases. Is the new emphases enough to take your club to a higher level or is something else needed?

There is more to the CLP

Consider this scenario in a CLP Committee, say the Club Membership Committee:

- The committee chair is an inactive Rotarian, although he has been a member for many years. He did not attend the district assembly and has never received any training on his portfolio.
- He does not demonstrate leadership and as a result the committee wanes. Committee members drop out.
- There are no established communication procedures. The committee is left to its own and does not report to the Board. There are no club assemblies. None of the board members attend the committee meetings, does not know if there are any meetings. The committee is not connected with the district and does not care who the corresponding district officer is.
- All that goes on for the entire year. In the next Rotary Year someone else takes over, the committee turns over 100%. The new committee starts over again.

Rotarians, don't be surprised that this can be a real situation at some clubs even if they have installed the CLP Organisation Structure. Having the new structure does not necessarily improve anything.

There is something more to the CLP. Quite a lot more, in fact.

Questions

Is the new Organisation Structure the be-all and end-all of the CLP?

Then, what else is the CLP?

The Governing Principles of the CLP

The Organisation Structure is one part of the CLP administrative structure. Contrary to some first impressions, it is not the be-all and end-all of the CLP.

The governing principles of the CLP are just as important, if not more important.

Six governing principles can be identified. These are:

1. Leadership and Training;
2. Emphases;
3. Consensus Decision-Making;
4. Communication;
5. Continuity and Consistency; and
6. Involvement of All Members.

If the Organisation Structure is the Machinery of the club; the Board and the Standing Committees are the Parts of the Machinery, then these Governing Principles are the Lubricants that oil the Machinery and enable it to function smoothly and effectively. Without the lubricants, the machinery quickly grinds to a halt.

The new committees are RI's emphasis in the areas which RI attach particular importance to the future of Rotary at the club level.

Question

Would you see any difference in the effectiveness of the Committee (in Lesson # 4) if some or all of these governing principles are built into the everyday administrative processes of the club?

Leadership and Training

The CLP develops and prepares Rotary leaders to serve in the club, in the district and beyond. It calls for continuity of leadership from year to year, including the concept of succession planning.

Training conducted by the district is an important aspect of the CLP. There should be regular, continuing and consistent training for all club leaders.

Training is crucial for developing future leaders and ensuring club officers are well informed about Rotary and capable of leading the club and providing better service. A comprehensive training plan ensures that:

- Club leaders attend district training meetings
- Orientation for new members is provided regularly and consistently
- Ongoing educational opportunities are available for current members

District training programmes for club officers and members include:

- President-elect training seminar
- District assembly
- District conference
- District leadership seminar
- District membership seminar
- District Rotary Foundation seminar

Questions

How would you structure a training programme for members and one for the leaders in your club?

What are the attributes of a Rotary leader? How would you identify members with leadership qualities in your club?

How would you chart the path of progress of a Rotary leader from the time he joins the club?

What attributes are required of committee chairs? Should they have previous experience in their portfolios? Do past presidents fulfil the requirements of committee chairs?

What are the leadership opportunities available beyond the club?

This one might tickle you: Is every Rotarian a Rotary leader? Is everyone cut out to be President of a Rotary Club?

Latest

At its second meeting of 2006-07 held on 30 October through 3 November, the RI Board of Directors suggested that clubs establish a new *club trainer* position to help develop the personal leadership skills of club members. Club presidents, governors, assistant governors, and the district training committee should support such club-level training efforts. Guidelines for the club-level leadership development program will be published in the near future.

Emphases

RI's new emphases are reflected in the club committees. These are areas that RI has placed special emphases at the club level; they have important functions in strengthening the Rotary club and taking Rotary into its second century of service. There are new committees for Club Administration, Club Membership, Club Public Relations and Club Rotary Foundation.

While club projects and programmes are grouped under Service Projects, it does not imply that the standing of Service to the Community is in any way diminished.

Clubs too, emphasise. Having a long-term plan and annual goals require clubs to assess their needs and priorities and ensure that these are appropriately emphasised in the club's plans. The club's emphases should reflect needs and priorities of each club and the needs of the community of which it is a part.

The club's committees are charged with carrying out the club's plans. Additional committees are appointed as needed, such as for special projects. Clubs may also appoint subcommittees.

Questions

What are your club's needs and priorities?

How can they be emphasised in the long-term plan and annual goals?

Does your club require any additional committees to be set up?

Consensus Decision-making

Past, current and incoming club leaders work together and by consensus, develop long-term goals for the club. They all have the opportunity to voice their opinions on the future of the club. Broad participation helps to ensure the goals have general support of the membership.

The President-elect involves his leadership team - incoming directors and committee chairs - to develop annual goals. A consensus is reached for what the club wants to achieve in the new Rotary Year and the appropriate appointments are then made.

Questions

Does your club currently practise decision-making by consensus or does the President make most, if not all decisions for his year?

What advantages are there in consensus decision-making?

Communication

Effective communication is essential so that members stay informed and in touch.

Clear lines of communication are established within the club and with the district. Club leaders develop a plan for communicating with each other, with club members and district leaders.

Each club committee reports regularly to the Board on the progress of their activities. Club committees are linked directly to the district structure; each committee has access to district support by communicating with the assistant governor and the appropriate district officer.

The President is ex officio a member of all committees. The President appoints representatives from the Board to sit in committee meetings on his behalf. Thus a communication link is established between the Board and the committees.

The CLP calls for regular club assemblies to help members stay up-to-date and feel included in club activities. Clubs use assemblies for committees to report on their activities and keep members informed of Rotary activities.

Questions

How would you develop your club's communication channels?

What media of communication can a club use?

Does your club use an eGroup?

How regularly are club assemblies conducted at your club?

Continuity and Consistency

This is a significant change from the past. Annual-all-change practices – for long an impediment to the development of Rotary – are dropped in favour of a longer-term consistent approach.

This principle, as far as possible, should be put in practice at all administrative levels and imbued in all operative processes of the club.

At the planning level, annual goals are consistent with the long-term strategic plan, both of which are continually reviewed.

Every club needs a continual supply of leaders. A consistent approach is adopted to identify members with strong leadership attributes. Club leaders go through a programme of regular, continuing and consistent training to prepare for service in the club, in the district and beyond.

Leadership succession is addressed. The current club President works closely with the President-elect, President-nominee and the IPP. Continuity in leadership succession eases the leadership transition from one year to the next. Future leaders are identified for positions in the board, receive training on leadership and skills development.

To ensure continuity, committee appointments are made for multiple years such as having a current, incoming, and a past chair on all committees. Because activities may carry over from one year to the next, committee members are appointed to 3-year terms whenever possible so that turnover of members is limited. The CLP recommends that each committee chair have previous experience in that committee.

Continuity of leadership extends to all levels of Rotary: from the R.I. President to the District Governor, the Club President and the Committee Chair.

Questions

Can you think of 5 instances where your club's activities can benefit from a longer-term consistent approach?

How would your club apply the principle of Continuity and Consistency to:

- New member orientation and development
- Interact officers' training
- The annual installation of the President and the Board

How does your club address the issue of leadership succession with continuity in mind? How much should the Board turn over annually? How are future leaders nominated and voted to positions in the Board?

How would you provide for leadership succession in the committees?

Involvement of All Members

The club involves all its members in programmes, service projects and fellowship activities. Each member has a role to play, a position in the Board or in the committees by which to contribute or to serve.

Involve members in the planning process, use club assemblies as an opportunity for all members to discuss decisions that affect the club and for committees to report on their activities.

Involvement teaches members about Rotary and helps retain them as active members of the club. Active members feel ownership and dedication to their club's projects. New members especially start to join in the fellowship of the club and come to understand the joy of serving others.

When making appointments in the committees, the club recognises the interests and skills of club members so that getting them involved is easier.

Questions

How would you encourage the participation of all members in programmes and projects of your club?

Does your club invite the participation of members of the Family of Rotary in service and fellowship activities?

Why the CLP ?

Simply, to strengthen Rotary by providing Rotary clubs with time-tested practices that they can adapt to their individual needs. Each club is unique. The CLP is flexible enough to support the individual needs of clubs around the world. Every Rotary club will benefit from standardizing its administrative procedures based on these best practices:

- Develop long-range goals that address the elements of an effective club.
- Set annual goals that support long-range goals.
- Make sure that all club members feel involved and informed.
- Keep the lines of communication open, both in the club and with the district.
- Ensure continuity in leadership from year to year.
- Customize the club bylaws to reflect club operations.
- Provide regular fellowship opportunities.
- Offer regular, consistent training.

The goal of the CLP is to create an effective club that pursues the Object of Rotary by carrying out activities along each Avenue of Service. The CLP, which provides an opportunity for your club to assess its current operations, has many benefits:

- All members have a chance to voice their opinions on the future of their club.
- Simplified club operations give members more time to focus on service and fellowship.
- Greater involvement of club members develops future club and district leaders.
- Membership retention rates increase as members have greater participation in club activities.
- Club leaders have a larger group of members working to achieve club goals.
- Continuity between appointments and your club's goals eases the leadership transition from one Rotary year to the next.
- Renewed enthusiasm for Rotary comes from taking a fresh look at the practices of your club.

An effective Rotary club is able to (see Appendix III):

1. Sustain or increase its membership base

2. Implement successful projects that address the needs of their community and communities in other countries
3. Support The Rotary Foundation through both program participation and financial contributions
4. Develop leaders capable of serving in Rotary beyond the club level

What do members have to understand; what do Rotary clubs have to do ?

The CLP is not revolutionary. It employs the time-tested, best practices of Rotary clubs - governed by the 6 principles - and builds them into a new organisation structure that emphasises the separate functions of the board and committees and the areas that are important to the future of Rotary.

The CLP is flexible. Each club is different. The CLP is flexible enough to support the needs of individual clubs. It allows each club to determine its needs and priorities, formulate plans and develop goals to meet those needs. It provides principles and guidelines from which a club can devise its own administrative procedures and practices that enable it to function effectively so that the goals can be realised.

Each club works within the framework provided above. Each club formulates its own plans and sets its own goals. Each club assesses its current administrative procedures and practices and determines which ones are already in place and which ones have to be set up. Those that are already in place can be improved and enhanced; those that are not in place are set up following the principles and guidelines.

Each club adapts the Recommended Rotary Club Bylaws to meet its needs, goals and activities and reflect its unique identity. The Recommended Rotary Club Bylaws (see Appendix V) are developed in harmony with the Standard Rotary Club Constitution and reflect current Rotary policy. Over time as the club's leadership plan evolves, the bylaws are revisited and revised to reflect new procedures and practices.

(A club's bylaws can be amended at any regular meeting where a majority of the club's members are present. The Board should first approve any proposed amendments. To carry, amendments must be approved by a two-thirds majority of the members present.)

Questions

How would your club assess the CLP and current practices at your club? Does it require a special committee to be set up? Who are those suitable to be members of this committee?

What, do you think should be the terms of reference for this special committee?

Which practices are in place at your club, which practices can be enhanced and improved, which practices are to be set up?

To reflect your club's procedures and practices vis-à-vis the CLP, would it be required to adapt the Recommended Rotary Club Bylaws?

Is the CLP mandatory ?

No, the CLP is recommended but not mandatory. It is not known if RI will make it mandatory in the future. That said, RI is pushing clubs to adopt the CLP in a not too subtle way.

All RI training manuals and guides will eventually be written as if the CLP **is** the administrative structure. Already the PETS Leaders' Guide, the District Assembly's Leaders' Guide and the Club Officers' Kit fully incorporate the CLP in their contents. Others will follow and by July 2008, all training manuals and guides will assume that clubs have adopted the CLP (see Appendix IV).

Consequently, Rotary districts will have to implement the training programmes prescribed in the manuals.

Clubs that do not adopt the CLP will likely feel being left out of the Rotary mainstream.

Questions

Do you think your club will benefit from implementing the CLP?

Do you think the CLP should be implemented although it is not mandatory?

There will be the usual number of sceptics, but do you think the majority of your members will support a move to implement the CLP?

How would you convince these sceptics and turn them around?

What is the District's programme for the CLP ?

The District leadership shall be proactive in promoting the CLP to all Rotary clubs in our district. At the 16th District Conference in December, the following district resolution will be tabled for adoption:

Whereas the Club Leadership Plan (CLP) is the recommended administrative structure for Rotary Clubs; and

Whereas R.I. is convinced the CLP is the way to move Rotary forward,

It is resolved that clubs in District 3310 study and assess the CLP and take positive steps to consider its adoption and implementation. This shall be done by:

- 1. Each club forming a CLP Committee for this purpose; and*
- 2. The Governor forming a CLP Resource Group, comprising Assistant Governors and others to oversee and monitor the progress of all clubs in the district. Assistant Governors are further to assist clubs with their assessment and support clubs' efforts to implement the CLP.*

(Resolution proposed by Governor Dr Wu Dar Ching, seconded by DGE Chris Chen and DGN Edward Sung Burongoh)

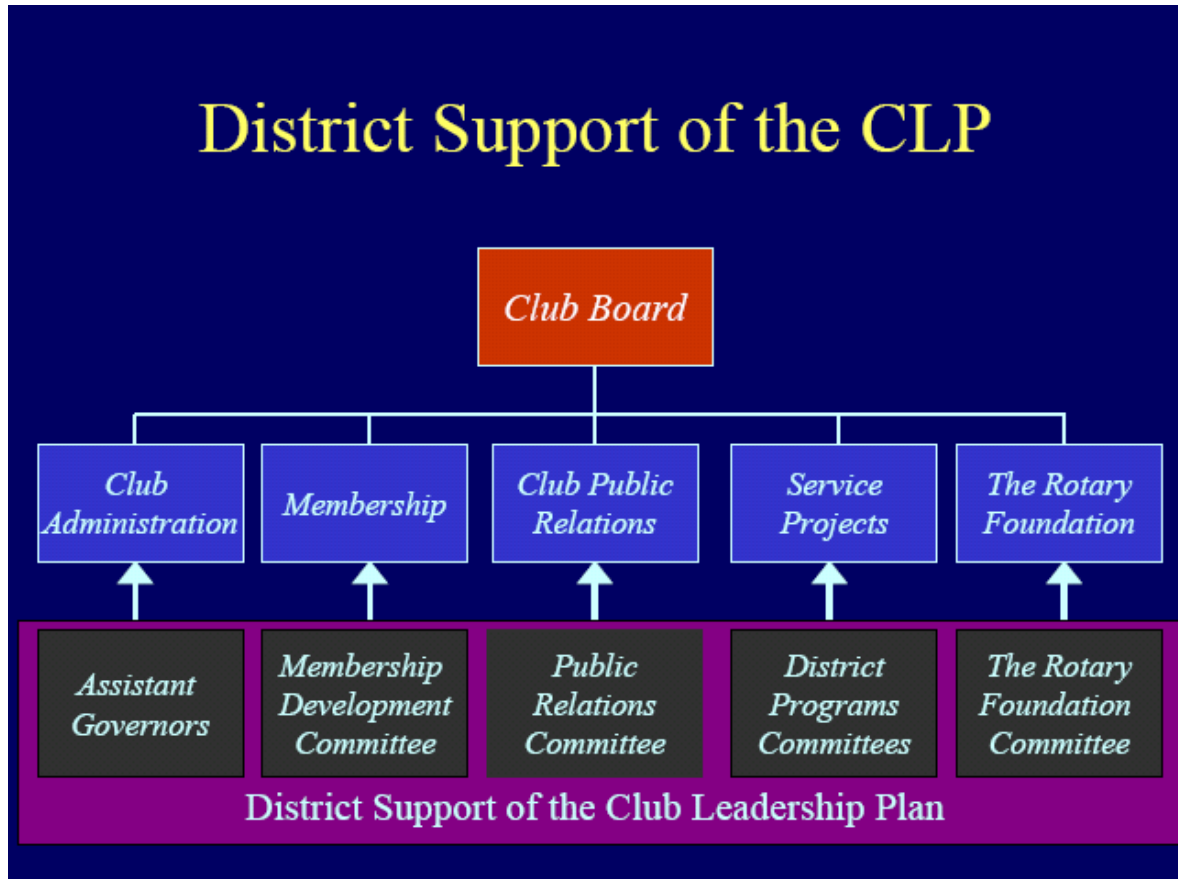
This resolution is among those circulated to all Rotary clubs by the District Secretary in early October. The purpose of this resolution is to target the end of Rotary Year 2008/09 as the date by which all Rotary clubs shall have assessed the CLP and given careful consideration to and decided on its implementation. Hopefully, by then all clubs in District 3310 will be CLP Clubs.

Question

Are you ready for the CLP?

Appendix I

The CLP is an extension of the DLP

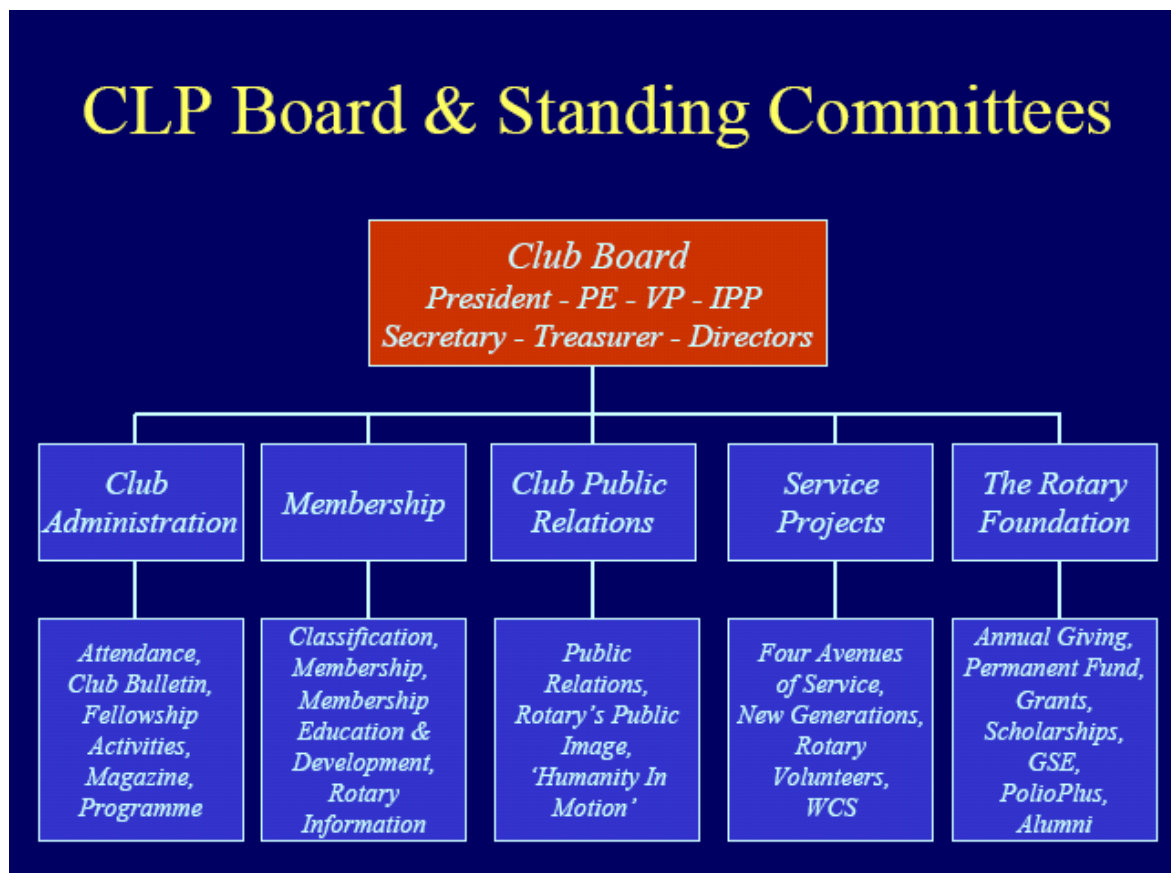


Appendix II

Functions of the board and standing committees

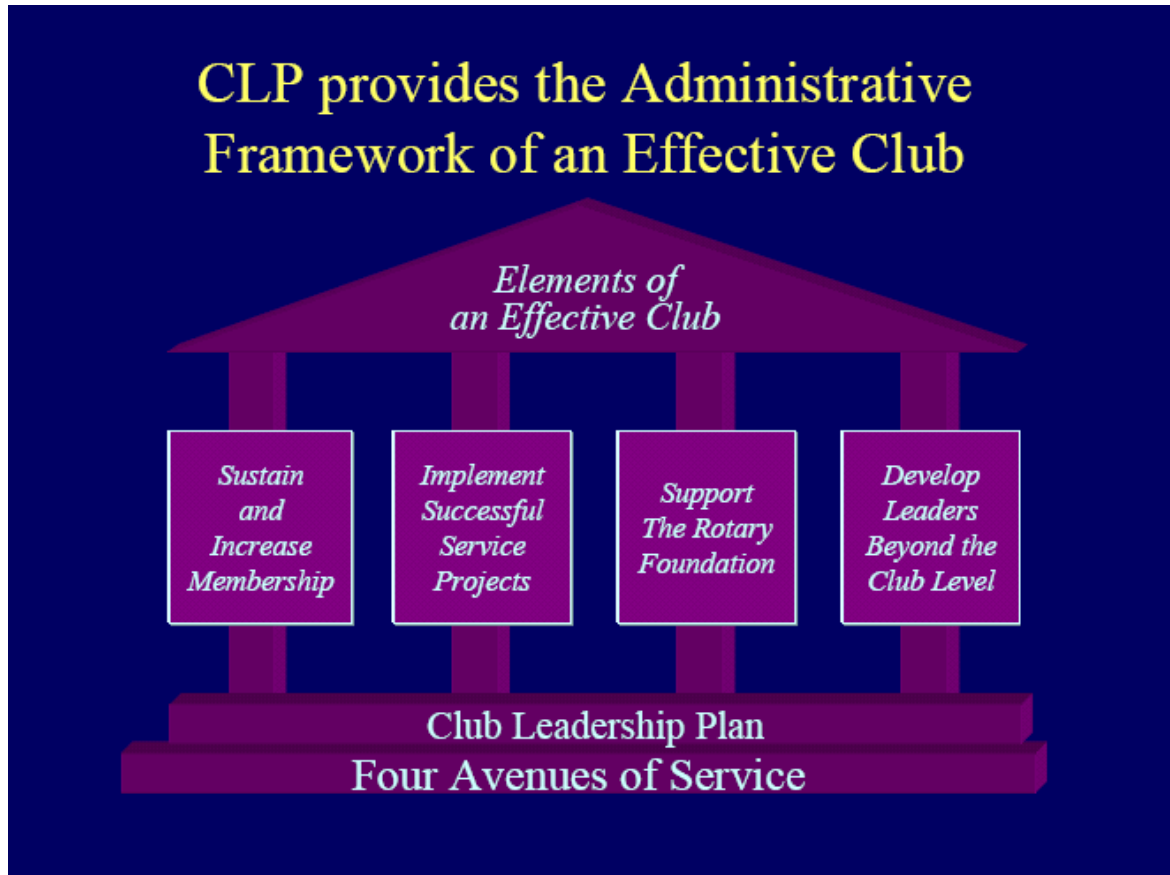
The functions of the Board and the Standing Committees are detailed in the Club Officers' Kit

http://www.rotary.org/newsroom/downloadcenter/training/district_assembly.html



Appendix III

The Foundation and the Pillars of the House of Rotary



Appendix IV

RI training programmes and the CLP

By July 2008, all Rotary training programmes and material would have been revised to reflect the CLP. The approximate availability dates of the CLP versions of Rotary training documents are:

- Presidents Elect Training Seminar (PETS) Leaders' Guide Available
- District Assembly Leaders' Guide Available
- Club Officers' Kit Available
 - i. Club President's Manual
 - ii. Club Secretary's Manual
 - iii. Club Administration Committee Manual
 - iv. Club Membership Committee Manual
 - v. Club Public Relations Committee Manual
 - vi. Club Service Projects Committee Manual
 - vii. Club Rotary Foundation Committee Manual
- District Membership Seminar Leaders' Guide Available
- District Leadership Seminar Leaders' Guide Aug 2007
- District Team Training Seminar (DTTS) Leaders' Guide Aug 2007
- District Trainer's Manual Aug 2007
- Assistant Governor's Training Manual Dec 2007
- District Committee Manual Dec 2007
- District Governor's Training Manual July 2008

Appendix V

CLP Resources

Club Leadership Plan Policy First read

http://www.rotary.org/newsroom/downloadcenter/pdfs/training_club_leadership_plan.pdf

The Club Leadership Plan “The Blue Book” has all the details

<http://www.rotary.org/newsroom/downloadcenter/pdfs/245en.pdf>

Club Leadership Plan Presentation RI’s powerpoint presentation

<http://www.rotary.org/newsroom/downloadcenter/ppt/clp.ppt>

Club Leadership Plan Implementation Worksheet A guide to implementation

http://www.rotary.org/newsroom/downloadcenter/doc/clp_worksheet.doc

Frequently Asked Questions Your questions answered

http://www.rotary.org/support/club/clp_faq.html

Recommended Rotary Club Bylaws Adaptable club by-laws to support the CLP

http://www.rotary.org/newsroom/downloadcenter/pdfs/bylaws_writeable.pdf

Planning Guide for Effective Rotary Clubs Annual goal-setting resource for clubs

<http://www.rotary.org/newsroom/downloadcenter/doc/862en.doc>

Club Officers’ Kit Training manuals for CLP Board and Standing Committees

Club President's Manual 222en

<http://www.rotary.org/newsroom/downloadcenter/pdfs/222en.pdf>

Club Secretary's Manual 229en

<http://www.rotary.org/newsroom/downloadcenter/pdfs/229en.pdf>

Club Administration Committee Manual 226a_en

http://www.rotary.org/newsroom/downloadcenter/pdfs/226a_en.pdf

Club Membership Committee Manual 226b_en

http://www.rotary.org/newsroom/downloadcenter/pdfs/226b_en.pdf

Club PR Committee Manual 226c_en

http://www.rotary.org/newsroom/downloadcenter/pdfs/226c_en.pdf

Club Service Projects Committee Manual 226d_en

http://www.rotary.org/newsroom/downloadcenter/pdfs/226d_en.pdf

Club Rotary Foundation Committee Manual 226e_en

http://www.rotary.org/newsroom/downloadcenter/pdfs/226e_en.pdf

District 3310 CLP Resource eGroup The district’s CLP resource centre and interactive forum

<http://groups.yahoo.com/group/clp3310/>