



Establishing and Achieving Goals

Effective clubs set goals and identify the strategies necessary to achieve them. As a club committee chairperson, you will work with the club president and other club leaders to ensure that the committee's goals support club goals.

Characteristics of an Effective Goal

Setting committee goals that are consistent with club goals and are meaningful to the committee should be a top priority as you prepare for your term as a committee chairperson. It is important that the goals set by the committee are

- **Achievable.** Achievable goals are realistic ones, based on the resources — both material and volunteer time — that you have or expect to have available within the time frame you have established for realizing the goal. Overly ambitious goals can lead to frustration.
- **Challenging.** Challenging goals require effort, teamwork, vision, planning, and follow-through by you and your committee members. The interest and enthusiasm of committee members will suffer if the goals you set are not challenging enough.
- **Shared.** Members who participate in setting a goal and formulating the strategies to achieve it will be committed to working towards its achievement.
- **Measurable.** A measurable goal can be stated in quantifiable terms and can therefore be objectively evaluated.

Establishing Achievable Goals

Your committee will establish a variety of goals related to its purpose. How can you ensure that the goals established accurately reflect committee capabilities and club interests?

- Compare goals to previous goals that have been achieved by the committee and the club.
- Consult with club leaders and other experienced club members.
- Seek the insights of appropriate district leaders.

Goal Setting using the *Planning Guide for Effective Rotary Clubs*

The *Planning Guide for Effective Rotary Clubs* is a practical goal-setting tool that helps the club president work with club leaders to establish goals related to the four key areas of club effectiveness. The *Planning Guide* also suggests common ways that clubs can choose to pursue their goals. You will have an opportunity to work on the *Planning Guide* with your club president and other club leaders during the district assembly.

The *Planning Guide for Effective Rotary Clubs* can be used throughout the year to help measure progress toward established goals. It will be periodically reviewed by the club president and also by the assistant governor and/or district governor throughout the year, during club visits.

Developing a Plan of Action

Establishing goals is the first step that a committee chairperson should take to ensure that the committee will be effective and successful during the coming year. Without proper follow-through, even the best-defined goals cannot be

For Your Information

The *Planning Guide for Effective Rotary Clubs* is available in the *Club President's Manual* (222-EN).

achieved. An action plan provides the bridge between the vision stated in a goal and the practical achievement of that goal. Action plans provide the following benefits that support achievement of club goals:

- The process of creating an action plan for the committee creates “buy-in” by members and stimulates club interest in committee and club activities.
- Well-organized plans motivate team members to increase their participation in committee activities and discussions.
- Strategies devised to meet goals provide committees with a means to measure progress and establish effective practices for the club.

Planning Steps

Committee chairpersons must also work with club leaders and committee members to ensure steady progress is being made toward achievement of goals as envisioned. The following steps can help club committee chairpersons motivate committee members to work together to achieve a goal:

- Develop a point-by-point strategy outlining **specific actions** that need to be taken in order for a goal to be realized.
- Determine **who is responsible** for implementing each step or action and hold those members accountable for their respective tasks.
- Create a **time frame** for each step in the process. This will help in measuring progress towards the goal over time.
- Create specific **criteria for measuring progress**. This will allow members to see if a plan is actually working and highlight special efforts that may be required.
- Consider the **resources and tools** that are available at the club and district level and from the RI Secretariat.
- Continually **motivate** committee members to maintain their involvement. Keep everyone informed of progress made toward the committee’s goal.
- **Evaluate** the success or failure of your strategy to learn how to better implement future committee projects and achieve subsequent goals.

Importance of Communication

A committee cannot act effectively in isolation. Its operations and decisions must be based on the communicated needs of the club. Similarly, members of a committee must communicate with each other to ensure smooth working relationships and avoid miscommunication or duplication of effort. Committee chairpersons should regularly share the committee’s progress towards its goals with all club members.

It is especially important to keep the club president and board informed regarding the activities of the committee. Be sure to

- Share action plans including the name of members to whom specific responsibilities have been assigned.
- Provide regular updates regarding progress made toward the team’s objectives.
- Seek advice and feedback to improve the work of the team and help overcome challenges and difficulties.



Identifying and Utilizing Resources

It is important for you to be able to identify the resources that can help you implement committee plans. Committee members will look to you for guidance and answers. While you cannot be expected to know all the answers, you should know where to find them.

Club-level Resources

Be sure to take advantage of the experience base within your own club as well as that of other clubs. Club-level resources include:

- Past club leaders
- Club members
- Spouses and families of club members
- Leaders and members of other clubs
- Web sites or literature of other clubs

District-level Resources

The district exists to serve clubs. This means that there are a variety of resources available from the district to support club efforts. District-level resources include:

- District governor
- Assistant governor
- District committee chairpersons and members
- Past district officers

To locate the district leader who can best serve your needs, you may wish to consult the club president, assistant governor, and/or district governor.

In addition to these human resources, many districts also produce their own directory and/or feature their own Web site that lists the names and contact information for district officers.

Basic Resources Available from Rotary International

Rotary International produces several items to which you will refer repeatedly during your term, including:

Official Directory (007-EN) — Contact information for RI officers, committees, and administrative personnel; worldwide listing of districts and governors; alphabetical listing within districts of clubs with names of presidents and secretaries; and meeting times and places.

RI Catalog (019-EN) — A working list of RI publications, audiovisual programs, forms, and supplies, revised annually.

Manual of Procedure (035-EN) — Policies and procedures established by legislative action, the RI Board of Directors, and Trustees of The Rotary Foundation, issued every three years following each meeting of the Council on Legislation.

The Rotarian — The monthly official magazine of Rotary International, which covers news of programs of RI and The Rotary Foundation, RI official communications, and news of interest originating in the clubs and districts. In addition, 27 regional magazines in 21 languages serve Rotarians around the world.

Rotary World — An eight-page newspaper published five times yearly for Rotary club, district, and international leaders, which covers RI and Foundation programs and news, plus news originating in clubs and districts.

Rotary News Basket — A weekly four-page report of Rotary news and short features, available in print (546-EN) and on the Web.

For Your Information

Consult the *Official Directory* (007-EN) to find contact information for Rotary International Directors, Rotary Foundation Trustees, RI and Rotary Foundation Task Forces and Committees, and RI Staff.

RI Web site — www.rotary.org

In addition to these materials, the following groups can serve as informational resources:

- The RI Board of Directors and Rotary Foundation Trustees
- RI and Rotary Foundation Task Forces and Committees
- RI Staff at RI Headquarters in Evanston, Illinois, USA, and the service centers around the world — for more specific information consult the Secretariat page in the *Official Directory* or the “At Your Service” page in *The Rotarian* magazine

