

What is Rotary ?

~ We shall remember Guy Gundaker ~



This publication is not a translation or commentary on Guy Gundaker's book, "A Talking Knowledge of Rotary" (1916), but rather an exposition of Guy Gundaker's own view of Rotary. Specifically, I have reorganized the contents of A Talking Knowledge of Rotary in an easy-to-understand manner and then explained Guy Gundaker's philosophy of Rotary in my own words, honestly and fairly.

In particular, in the second half of the book, in "6. Guy Gundaker's Contemporary Significance", I emphasized that Guy Gundaker's view of Rotary is a concept that should be applied to today's Rotary, which aims to "Grow Rotary".

I hope that Rotarians who read this publication will gain a deep respect for Guy Gundaker and love Rotary more than ever.

Issaku Suzuki

The contents of this book can be available for download below

" <http://www.rid2800.jp/manabi.shtml> "

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INTRODUCTION

Since the beginning of the 21st century, the world has witnessed an unprecedented level of globalization and technological advancement, with a shift from analog to digital technology and significant developments in artificial intelligence. However, along with these advances, the world has also witnessed the eruption of various problems, including terrorism, conflicts, natural disasters, environmental degradation, populism, and social inequality. In addition, the COVID-19 pandemic has ravaged the world, and Russia's invasion of Ukraine is still ongoing. These circumstances make it seem as if the world has entered an era of division. Therefore, now more than ever, humanity must pool its wisdom and efforts to strive for a sustainable society and a peaceful world.

In this context, a new reform of Rotary's direction and role is needed in response to the current world situation. Of course, before any reform is undertaken, its preparation, speed and content should be thoroughly researched and considered so that the right choices and decisions can be made.

But even under such circumstances, or perhaps because of them, we Rotarians must not forget the unchanging values of Rotary and the appeal of Rotarians and what they should be, which continue to shine brightly even after more than 100 years. In fact, in Japan and around the world, there are countless long-established prestigious businesses and well-known companies that, in their quest for new ways and changes, have turned to management that neglected their founding principles, corporate creed and corporate philosophy at the time of their establishment, disregarded their original value and appeal, and eventually went bankrupt.

Guy Gundaker's book "A Talking Knowledge of Rotary", published in 1916, was a textbook for club administration in Rotary at the time, and arguably laid the foundation for Rotary's subsequent development. In fact, his book is still the basis for club meetings around the world today. In addition, Guy Gundaker's view of Rotary strongly influenced the content of Resolution 23-34 adopted in the 1923 and the definitions of Club Service, Vocational Service, and Community Service adopted in the 1927 "The Aims and Objects Plan". Moreover, the first sentence of the current edition of "The Object of Rotary", as well as numbers 1, 2, and 3, reflect Guy's view of Rotary. Furthermore, the descriptions of Rotary the descriptions of Rotary given by notable Rotarians in books and lectures have also largely followed Guy's view of Rotary.

But today, there are many Rotarians around the world who don't even know Guy Gundaker's name, let alone his achievements. Perhaps this is because there are fewer opportunities to learn about Rotary's history, traditions, and values. So I venture to ask, "What is Rotary?"

Of course, the answer should be based on Rotary's more than 100 years of valuable history and look ahead to Rotary's development in the 21st century. Without a solid answer to this question, we would be Rotarians who have lost our way.

The Japanese translations of "A Talking Knowledge of Rotary" have already been published by three Rotarians whom I greatly admire, namely Kensuke Kobori, Takeshi Tanaka, and Akira Miki. All of their translations are excellent, but I have long thought that a commentary book on "A Talking Knowledge of Rotary" is also needed. In other words, it is an accessible commentary for Rotarians who do not know Guy Gundaker and are not familiar with Rotary's history and traditions.

That is why I edited and published "Learning Rotary from Guy Gundaker" as a commentary book to "A Talking Knowledge of Rotary" in July 2020.

Later, to my delight, I was given the opportunity to present its contents as a series of articles entitled "Guy's Walk" (July 2021 - June 2022) in the Rotary regional magazine in Japan licensed by RI as Rotary "official" magazine, ROTARY-NO-TOMO. As a result, I have received many compliments and valuable insights from senior Rotarians throughout Japan. Some have even suggested that I should focus on explaining "Guy Gundaker's view of Rotary" itself and share it with a wider audience worldwide.

Therefore, I have revised and edited a new version of the commentary book not on "A Talking Knowledge of Rotary", but on "Guy Gundaker's view of Rotary", in both Japanese and English. In particular, I have tried to explain "Guy Gundaker's view of Rotary" to Rotarians around the world, with an emphasis on how it should be used and applied in 21st-century Rotary. Of course, you may find inspiration for your own "What is Rotary?" in this book.

Here is a brief overview of "A Talking Knowledge of Rotary" and Guy Gundaker that you should know before reading this commentary.

● How "A Talking Knowledge of Rotary" was compiled and published



Guy Gundaker

Guy Gundaker's articles "Educational Pamphlets for Rotarians (No. 1 – No. 4)" appeared in the April, May, June, and July 1916 issues of Rotarian magazine, "The Rotarian". These articles were edited and published by the Committee on Philosophy and Education of the International Association of Rotary Clubs as "A Talking Knowledge of Rotary". It was the first Rotary textbook in history to systematize the concept of service in Rotary, and described the Rotary club's responsibilities and the Rotarian's duties at that time.

The booklet also contained the complete text of "The Rotary Code of Ethics for Business Men of All Lines", which was adopted at the July 1915 convention in San Francisco, California, USA, and has been instrumental in promoting the Code.

In addition, the booklet was also adopted as the text for Rotary club administration at the July 1916 convention in Cincinnati, Ohio, USA, giving impetus to its dissemination.

Surprisingly, these events took place during the First World War (1914-1918).

● Biography of Guy Gundaker

Guy Gundaker (1873-1960) was a charter member of the Rotary Club of Philadelphia, USA. A native of Pennsylvania, he graduated from Cornell University and Pennsylvania State University College of Law and was admitted to the bar in 1902. Guy later turned his hand to restaurant management and is credited with founding the National Restaurant Association and creating "The Code of Ethics for Restaurant Association". He was also a close friend of Rotary founder Paul Percy Harris (1868-1947).

Guy Gundaker served as president of Rotary International in 1923-24. So, he was RI president-elect at the time of the adoption of the Resolution 23-34 in June 1923, which Rotarians, especially in Japan, have considered important. So much so, in fact, that the content of Resolution 23-34 was heavily influenced by "A Talking Knowledge of Rotary".

● Guy Gundaker's Relationship with Japan

After the Great Kanto Earthquake struck Japan in September 1923, RI President Guy Gundaker sent a telegram of condolence and a donation of US \$25,000 to the Tokyo RC. In addition, Rotary clubs around the world also contributed large sums of money as well. At the time, there were only two Rotary clubs in Japan, the Tokyo RC (founded in 1920) and the Osaka RC (founded in 1922). The Japanese Rotarians of the time must have been surprised and grateful for the donation. The Tokyo RC used the funds to help victims, rebuild an elementary school, and construct a new orphanage (Rotary Home). This really increased Rotary's impact and helped improve its public image. In 1925, the Tokyo RC sent US\$25,000 to the victims of a tornado in the United States as a token of gratitude and appreciation.

These events spurred the expansion of Rotary clubs in Japan. In the years following 1924, clubs were organized in Kobe, Nagoya, Kyoto, Yokohama, and Seoul. By 1928, seven clubs made up District 70, and in 1929, the first District 70 convention was held in Kyoto.

It is also important to note the deep respect and appreciation that Japanese Rotarians had for Guy Gundaker. This is evidenced by the fact that Gundaker's "A Talking Knowledge of Rotary" became the standard textbook for learning about Rotary in Japan. Gundaker's view of Rotary was deeply ingrained in the hearts and minds of Japanese Rotarians, not only because of the excellence of the book's content, but also because of their admiration for him. This is why Guy Gundaker has such a strong connection with Rotarians in Japan.

Guy Gundaker and his wife visited Japan in 1930. Needless to say, they were warmly welcomed by Rotarians in the Tokyo RC and throughout Japan.

● The key points of "Guy Gundaker's view of Rotary"

Guy Gundaker's thoughts on what Rotary should be

In a Rotary club, it is "a place for fellowship and learning".

In Rotarians, it is "a place for the betterment of their humanity".

In vocations, it is "a movement for the betterment and advancement of business and industry".

In the world, it is "a movement for the betterment of the world".

The ultimate goal of Rotary is to grow, support, and increase "worthy and true Rotarians".

Guy Gundaker's thoughts on how Rotary clubs should be administered

(Grow Rotarians, Enjoy Rotary, Grow Rotary)

All Rotary clubs, composed of selected and diverse leaders, should be administered according to the principles of "Fellowship, Learning, Growth, and Service". In this way, if they grow, support, and increase "worthy and true Rotarians", the world will be better and Rotary will grow.



This publication explained the above in detail. Needless to say, all of these points are important and should continue to be emphasized in the future.

I hope this book will help to show what Rotary should be in the 21st century.

January 1, 2024

Issaku Suzuki

1. Guy Gundaker's Basic View of Rotary

【1】 The Characteristics of Rotary Clubs ~~~~~

Guy Gundaker identified four characteristics that distinguish Rotary clubs from other clubs.

- (1) Limited membership system
- (2) Betterment activities related to both the member's personal and business
- (3) Duties for members to maintain high ethical standards in their crafts and professions
- (4) Educational Character

When "A Talking Knowledge of Rotary" was published in 1916, the "limited membership system" described in (1) above referred to the "one industry, one member system".

Although it has been changed many times subsequently, the membership rule as of 2023 states in the Constitution of the Rotary Club, Article 8 (Membership), Section 1 - General Qualifications : "This club shall be composed of adult persons who demonstrate good character, integrity, and leadership ; possess good reputation within their business, profession, and/or community; and are willing to serve in their community and/or around the world".

In short, Rotary clubs continued to operate under a "limited membership system", as they consist of adult individuals who are leaders in their businesses, professions, and/or communities, have good reputations, and are willing to serve.

The above (2) implies that Rotary clubs provide their members with various learning opportunities that contribute to their personal and professional development, which remains a defining characteristic of Rotary today.

The above (3) is still highly regarded today, as stated in "the Object of Rotary" (Second).

In other words, the characteristics (1), (2), and (3) that Guy Gundaker identified more than 100 years ago still distinguish Rotary from other clubs today, albeit with somewhat different content. Then, what about (4) above, "Educational Character" ?

● "Educational Character" of Rotary Clubs

I believe that Guy Gundaker realized the following through his Rotary life :

Rotarians who are educated in the principles and practices of Rotary will naturally demonstrate the fruits of that education both in the area of personal improvement and in the area of activities for the benefit of others. In other words, society would be better off if Rotary clubs had more "worthy and true Rotarians".



That is why Guy Gundaker emphasized the importance of
"training / learning / education"
for Rotary members, with the goal of
"betterment / growth / development"
for club members, business, industry, and society.

In essence, Guy Gundaker's thoughts were as follows :

- **Rotary has a distinct field of its own and it is mainly educational in character.**
- **The ultimate goal of Rotary is to grow, support, and increase "worthy and true Rotarians".**

Guy's description of "Educational character" of Rotary clubs has been passed on to subsequent Rotary, along with the following words.

Words describing "Educational character" of Rotary

- **Enter to learn, go forth to serve.** (Samuel Kendrick Guernsey, 1947-48 RI President)
- **Rotary is maker of friendships and builder of men.**
(Herbert J Taylor, founder of The Four-Way Test, 1954-55 RI President)
- **Rotary's first job is to build men.** (William R. Robbins, 1974-75 RI president)

Here's something for you to think about.

- Can an adult who is a leader in his or her business, profession, and/or community, with a good reputation and a willingness to serve, be considered a "worthy and true Rotarian" simply by joining a Rotary club ?
- Can such an adult be considered a "worthy and true Rotarian" simply because he or she has contributed money and sweat equity to various service projects after joining a Rotary club ?

Of course not. In order to be a "worthy and true Rotarian", the following actions must be taken after joining a Rotary club.

Worthy and True Rotarians (Integrity, Toleration, Fellowship, Learning, Growth, Service)

"Worthy and true Rotarians" are those who strive for "the ideals of Rotary". (→ p45)

To this end, they must be Rotarians of high integrity with a preparedness and passion to

- attend regular meetings as a place of fellowship and learning ;
- strengthen the camaraderie of like-minded members in Rotary through toleration ;
- learn about Rotary's history, traditions, values, and philosophy of service ;
- increase their motivation to serve and refine their spirit of service ;
- deepen their vocational and life perspectives ;
- commit to personal growth ;
- develop other members to be better Rotarians ;
- develop their club, business, industry, community and society.



I feel that "Educational Character" has been somewhat neglected in Rotary these days. However, if the growth of "worthy and true Rotarians" is not focused on, Rotary will become merely a charitable organization that gathers only leaders in their business, profession, and/or community, and "Grow Rotary" will not be possible.

For this reason, I believe as follows :

"Educational Character" must be an important feature of Rotary, even today.

Guy Gundaker's overview of the "Educational Character" of Rotary Clubs (summary)

- * The ultimate goal of Rotary is to grow, support, and increase "worthy and true Rotarians".
- * The more "worthy and true Rotarians" there are, the better the world will be through their activities (service).
- * If the growth of "worthy and true Rotarians" is not focused on, "Grow Rotary" will not be possible.

【2】 Rotary Fellowship ~~~~~



To understand Guy Gundaker's view of Rotary, it is important to know what "fellowship" means. Guy emphasized the following :

Rotarians should strive for fellowship, learning, and service.

In other words, Guy Gundaker believed that fellowship was so important that it was equated with learning and service.

On the other hand, Guy identified "fellowship" as a major problem facing Rotary clubs and their members. He took issue with the mistaken belief of many Rotarians that good fellowship is what Rotary is all about.

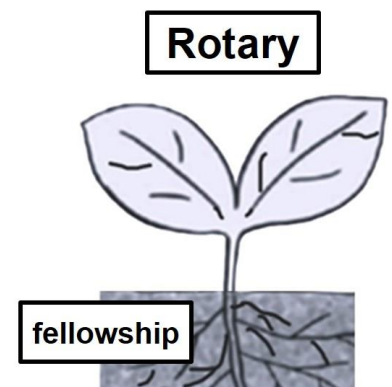
● The Meaning of Rotary Fellowship

Guy Gundaker explained "Rotary Fellowship" as follows :

The soil that nourishes the roots of the Rotary sapling so that it can grow is Rotary Fellowship.

In other words, in Rotary, fellowship is necessary and important, but it is not the purpose. The purpose is to "grow the sapling that is Rotary". (**Grow Rotary**)

Now, in order to properly understand "Rotary Fellowship", it is important to understand the difference between the three words "acquaintance", "friendship", and "fellowship".



“acquaintance” = a slight friendship with someone

“friendship” = a close friendship with someone

(This term is used in the context of a close friendship, regardless of purpose or philosophy)

“fellowship” = a sense of camaraderie among like-minded people.

(This term is used between people who share the same purpose or philosophy, such as a team, organization, or group.)

Since a Rotary club is an organization having the same purpose and philosophy, it is clear from the above definitions that the relationship between Rotarians is not merely "acquaintance" or "friendship," but rather "fellowship."

In short,

Rotary Fellowship is the sense of camaraderie among like-minded members of Rotary.

Guy Gundaker's view of "Rotary Fellowship" can therefore be best understood as follows :

**In order for the sapling of Rotary to grow well,
it needs the soil of "fellowship", where the camaraderie
of like-minded members in Rotary can be fostered and strengthened.**

● The "places" that foster and strengthen Rotary Fellowship

Rotary Fellowship can be found wherever Rotarians meet and gather.

Of course, the first place to mention for cultivating Rotary Fellowship is the Rotary club meeting. Other examples include events such as PETS, District Learning Assembly, District Seminar, District Conference, and even Rotary Institutes, GNTS, GETS, International Assembly, and International Convention.

Rotary song sing-alongs, committee work, and Rotary social gatherings that include food and drink are also opportunities for fellowship.

What's important is that these "places" of fellowship allow Rotarians to deepen their interactions with each other,

moving from "acquaintance" to "friendship", and from "friendship" to "fellowship".

And as Rotarians continue to improve their fellowship with each other, the soil of fellowship will be richly nourished, and the sapling of Rotary will grow even more, leading to valuable service.

In fact, Article VIII, Section 2(d) of the 1922 Model Club By-Laws, which set out the role of the club's Fellowship Committee, specifically stated that "This committee shall promote acquaintance and fellowship among the members".

● Learning is an essential part of Rotary Fellowship



Guy Gundaker pointed out that "learning" is necessary for "fellowship" to become the nourishment of Rotary. That is why he emphasized that every place where Rotarians gather, especially the regular meeting, should be a place to nurture "fellowship in Rotary" and deepen "learning in Rotary".

He believed that the interaction of "learning in fellowship and fellowship through learning" was the best way to develop "worthy and true Rotarians".

Guy Gundaker called this "the base of Rotary".

The Base of Rotary

Rotary Fellowship and Learning are both necessary to share and enhance the aspirations of Rotary and to help members become "worthy and true Rotarians".

In other words, Rotary fellowship and learning are one and the same, and this is the base of Rotary.

● Toleration is an essential part of Rotary Fellowship

Although not mentioned by Guy Gundaker himself, Rotary's founder, Paul Percy Harris, emphasized the importance of "Toleration" in fellowship.

Moreover, this "Toleration" is in keeping with the current RI endorsement of DEI (Diversity, Equity, Inclusion). "Toleration" is essential for DEI to become an integral club's culture. This is discussed below. (→ p49)



● What Good Rotary Fellowship Requires

Guy Gundaker listed the following as creating good fellowship.

Good Rotary Fellowship is evidenced by :

- (1) The hearty hand-shake.
- (2) The first-name acquaintance.
- (3) Chorus singing.
- (4) "Stunts" of a certain character.
- (5) Kindness shown by members to each other.
- (6) Courtesy exhibited to presiding officers, fellow members and guests.
- (7) The gentlemanly demeanor and the thoughtfulness which characterize the mature businessman.
 - Rotary meetings must never rely for enthusiasm on the false exhilaration of liquor.
 - No unworthy jest should be told by speakers at Rotary gatherings.

While all of the above are considered important, I would also like to emphasize one more thing that is related to what is mentioned in items (5) through (7) above :

Rotarians must refrain from speaking ill of others or talking behind their backs.

Expressing one's opinion is of course no problem, but at least saying negative things about others is not what a Rotarian should do. A Rotarian who engages in such problematic behavior is, without exception, disliked, marginalized, and even despised within his or her club. Needless to say, this is contrary to the spirit of 5-7 above, and makes it quite impossible to be a "worthy and true Rotarian".



I have met many "worthy and true Rotarians" who have earned everyone's trust and respect. Despite their diverse backgrounds, perspectives, and personalities, they all have one thing in common.

They speak their minds openly, but they never speak ill of others or behind their backs.

Note that this is in keeping with "the current Rotarian Code of Conduct", which is consistent with

" 4) Avoid behavior that reflects adversely on Rotary or other Rotary members. "

Fellowship of Rotary (summary)

We Rotarians must foster a soil of Rotary fellowship in our meetings and gatherings as we learn about Rotary and promote our interaction.

- "acquaintance" (a slight friendship with someone)
- "friendship" (a close friendship with someone)
- "fellowship" (a sense of camaraderie among like-minded people)

In essence, only when Rotary fellowship and learning are integrated can the soil of fellowship be nurtured and the saplings of Rotary grow well. In order to achieve this, every Rotarian should have a spirit of "Toleration".

【3】 Structure and Purpose of Rotary Clubs ~~~~~

On the first page of "A Talking Knowledge of Rotary", you will find the following.

A Rotary club consists of men **selected** from each distinct Business or Profession, and is organized to accomplish :

- 1) The **Betterment** of the Individual Member.
- 2) The **Betterment** of the Member's Business, both in a practical way and in an ideal way.
- 3) The **Betterment** of the Member's Craft or Profession as a Whole
- 4) The **Betterment** of the Member's Home, Town, State and Country, and of Society as a Whole

The first point that I want to draw your attention to is the meaning of the first sentence :

Rotary clubs are composed of selected persons from different businesses or professions.

This referred to the "one industry, one member system" of that time, and it also required Rotarians to recognize and fulfil their obligations as

"ambassadors from Rotary to their respective industries". (→ p15, 33. 40)



The second point to note is that the word "Betterment" is used in all of the first four above. This means that

Rotary is a movement for the betterment of the individual member, member's business, member's industry, and society as a whole.

This is also the foundation of Guy Gundaker's view of Rotary. Of course, member education is crucial to achieving these goals. (→ p6-7)

The third point is that "fellowship" is not mentioned in any of the above sentences, even though it is one of the original purposes for which Rotary was founded. This means that

"fellowship" (although important, as mentioned above) is not an objective in Rotary. (→ p8)

The fourth point worth noting is that

These ideas of Guy Gundaker had a great influence on the content of Resolution 23-34 adopted in 1923, the definitions of Club Service, Vocational Service, and Community Service in "The Aims and Objects Plan" adopted in 1927, and "the Object of Rotary" as we know it today.



In short, Guy Gundaker's view of Rotary became the foundation for Rotary's subsequent thought and development.

I believe that we Rotarians should not forget his great achievements.

These are described below. (→ p17, 45-46)

【4】 Fundamental Rotary and Applied Rotary ~~~~~

Guy Gundaker provided the following explanation regarding of the aforementioned "Structure and Purpose of Rotary Clubs".

● Fundamental Rotary

- 1) The Betterment of the Individual Member.
- 2) The Betterment of the Member's Business, both in a practical way and in an ideal way.

Guy Gundaker considered 1) and 2) as follows :

- The responsibilities of Rotary clubs (club leaders) to their members
- The purpose to be fulfilled in club administration
- Fundamental Rotary

● Applied Rotary

- 3) The Betterment of the Member's Craft or Profession as a Whole.
- 4) The Betterment of the Member's Home, Town, State and Country, and of Society as a Whole.

Guy Gundaker had the following thoughts about 3) and 4) :

- The duties of the club members
- Service Activities (Rotary - at - Work)
- The essence of Rotary (The essence of Rotary put - to - service becomes "Rotary applied".)

Fundamental Rotary : Purpose of Club administration

- 1) The Betterment of the Individual Member — Personally
- 2) The Betterment of the Member's Business — Practical and Ideal

Applied Rotary (the essence of Rotary) : Rotary - at - Work

- 3) The Betterment of the Member's Craft or Profession as a Whole
- 4) The Betterment of the Member's Home, Town, State and Country, and of Society as a Whole

In other words, Guy Gundaker believed as follows :

The more Rotary club leaders fulfill responsibilities 1) and 2) (i.e., Fundamental Rotary), the more club members will naturally develop into "worthy and true Rotarians" who fulfill duties 3) and 4) (i.e., Applied Rotary).



- Rotary clubs should produce many "worthy and true Rotarians".
- The more "worthy and true Rotarians" there are, the better the world will be because of their activities (service).

In addition to 3) and 4), however, there are two other duties to be performed by club members : "duties of a Rotarian as a member of a club" and "duties of a Rotarian as a business owner". These are discussed together in Chapter 3, "The Rotarian's Duties". (→ p37-42)

Let us now consider Guy Gundaker's view of Rotary as we examine 1) and 2), followed by 3) and 4).

1) The Betterment of the Individual Member

Guy Gundaker's own explanation of "The Betterment of the Individual Member" consisted only the five items (1) through (5) listed below in "Role of Rotary Clubs for their Members".

For Guy, this means that these five items alone cover everything that needs to be explained.

Fundamental Rotary : Purpose of Club administration

1) The Betterment of the Individual Member — Personally

<Role of Rotary Clubs for their Members>

- (1) *Extend their horizon of business experience.*
- (2) *Stimulate their minds to travel in unfrequented channels of thought.*
- (3) *Arouse them to service for others.*
- (4) *Help them attain their greatest possibilities.*
- (5) *Make them leaders among men.*

2) The Betterment of the Member's Business — Practical and Ideal

Applied Rotary (the essence of Rotary) : Rotary - at - Work

- 3) The Betterment of the Member's Craft or Profession as a Whole
- 4) The Betterment of the Member's Home, Town, State and Country, and of Society as a Whole

The above five items (1) through (5) are exactly what "Grow Rotarians" means, and their realization depends on the quality of club administration, especially club meetings. (→ p29-36)

The above five items can be reformulated in a modern way as follows :

- ① "Time for Interaction" among members (confabulating, exchanging ideas, sharing information, and having discussions) and "Member Speeches" that broaden insights on business management, professional perspectives, ways of life, etc.
- ② "Diverse Learning and Motivation" for members
- ③ "Fostering a Spirit of Service" among members
- ④ "Growth and Development" of members
- ⑤ "Leadership Development" of members



These five items, ① through ⑤, are important because they represent "what a Rotary club should be". Neglecting them could lead to Rotary losing its appeal, and even jeopardize its very existence. Therefore, it goes without saying that

the club president's most important responsibility is to conduct attractive and valuable meetings to help achieve these goals. (→ p29, 37)

Now, I would like to ask you, club presidents, in relation to these items ① through ⑤.

- Do you know that these items are the Rotary club's responsibilities to its members ?
- Are these items fully recognized and implemented in your club meetings ?
- Are all of your members happy to come to the club meeting ?
- Are new members impressed with the content of the meeting, saying "What a wonderful Rotary meeting indeed ! "

2) The Betterment of the Member's Business

Guy Gundaker explained this topic in two parts : the practical side and the ideal side.

Fundamental Rotary : Purpose of Club administration

- 1) The Betterment of the Individual Member — Personally
- 2) The Betterment of the Member's Business — Practical and Ideal

<The Practical Side>

*Through Rotary activities, friendship and trust are created among members, and opportunities are provided for increased business transactions.
(But only the opportunity to do more business is given.)*

<The Ideal Side>

Businesses improve and develop by learning and practicing "the ideals of Rotary" through club meetings and Rotary activities, which include principles to be applied in all areas of personal, business, and community life, as well as professional ethics and sound business management.

Applied Rotary (the essence of Rotary) : Rotary - at - Work

- 3) The Betterment of the Member's Craft or Profession as a Whole
- 4) The Betterment of the Member's Home, Town, State and Country, and of Society as a Whole

The first part of the article, "**The Practical Side**" should be understood as follows :

Joining a Rotary club will not immediately lead to an increase in business transactions. However, if your trust and good character are recognized by other members through regular Rotary activities, you will eventually be able to take advantage of Rotary's opportunities to increase business transactions, which will lead to the improvement and development of your own business. (→ p32)

As for the last statement in "**The Practical Side**" section, "But only the opportunity to do more business is given", Guy Gundaker explained as follows :

Business between Rotarians is not an obligation of Rotary - it is not its essence - nor is it the reason for Rotary's existence - it is only an incident. In Rotary, there is only an "opportunity" for increased business, and Rotarians doing business with each other is only an incidental element.

In short, Guy aimed to move away from "Business Reciprocity" which was one of Rotary's original founding objectives.

The second half, "**The Ideal Side**", should be understood as follows :

Through club meetings and Rotary activities, club members can improve and develop their businesses by learning and practicing the high ethical standards in business and the various principles of service that Rotary preaches. (→ P33, 39)

Here it is important to note that practicing high standards of professional ethics alone is not sufficient to improve and develop their business. It is essential to become a "worthy and true Rotarian", practicing the various principles of service preached by Rotary and living a life of integrity consistent with "the ideals of Rotary". (→ p7. 39, 45)



In short, Guy Gundaker wanted the club administration to help the members learn and practice "the ideals of Rotary".

By the way, my hat is off to Guy Gundaker for his insight into the two separate aspects of developing a member's business: the practical side and the ideal side.

Along with some personal comments, this is discussed below. (→ p33)

3) The Betterment of the Member's Craft or Profession as a whole

I will now explain "Applied Rotary (the essence of Rotary)", which is the duty of club members. The first one is "The Betterment of the Member's Craft or Profession as a whole".

Fundamental Rotary : Purpose of Club administration

- 1) The Betterment of the Individual Member — Personally
- 2) The Betterment of the Member's Business — Practical and Ideal

Applied Rotary (the essence of Rotary) : Rotary - at - Work

- 3) The Betterment of the Member's Craft or Profession as a Whole

Rotarians are representatives selected by Rotary clubs and sent into their respective industries. Therefore, Rotarians have the duties to promote Rotary's business ethics and the various principles of service in their respective industries, leading to the improvement and development of the industry as a whole.

- 4) The Betterment of the Member's Home, Town, State and Country, and of Society as a Whole

Guy Gundaker had the following thoughts on this topic :

As ambassadors sent by Rotary to their respective industries, Rotarians should strive to promote Rotary's business ethics and the various principles of service in their respective industries while reaching out to their peers. Rotarians must never forget their recognition, duties, and actions to improve and develop the industry as a whole.

In short, it is "**The duties of a Rotarian as an industry representative**". (→ p40)

The phrase "ambassadors sent by Rotary to their respective industries" was once a common refrain among veteran club members. Rotarians of considerable experience have probably heard it before.

Guy Gundaker further emphasized,

"This is Rotary's greatest opportunity for service".



In other words, the improvement of the industry leads to the development of society, so it is a deserved service for a Rotarian as a vocational person, and it is also a very important service in terms of social contribution. (→ p40)

This emphasis on the betterment of members' industries as a whole was a significant characteristic of Rotary at that time, and I believe it remains important even today.

4) The Betterment of the Member's Home, Town, State and Country, and of Society as a Whole

Fundamental Rotary : Purpose of Club administration

- 1) The Betterment of the Individual Member — Personally
- 2) The Betterment of the Member's Business — Practical and Ideal

Applied Rotary (the essence of Rotary) : Rotary - at - Work

- 3) The Betterment of the Member's Craft or Profession as a Whole
- 4) The Betterment of the Member's Home, Town, State and Country,
and of Society as a Whole

The world of Rotary educates its members to be better Rotarians and better citizens. By doing so, each member can improve his or her home, community, state, country, and society as a whole.

The following is a good understanding of this topic :

As we grow in Rotary to become better Rotarians and better citizens, our fellowship and service will increase, our family and community life will be more fruitful, and our businesses and society as a whole will improve. Then everyone will be happier than ever before. (→ p41)

In other words, it would be as follows :

Be a good Rotarian ! (Be a "worthy and true Rotarian" !)

Be a good family person ! Be a good vocational person ! Be a good citizen !

Related to "Be a good citizen !" above, Guy Gundaker has the following to say about activities that make civic life fruitful.

- (1) In general, Rotarians' interest in civic life is tied more to their activities as individuals and as members of chambers of commerce, rather than as Rotary clubs.
- (2) It is acceptable for Rotary clubs to take group action for community service in special cases. However, careful consideration should be given before such action is taken. In particular, the activities of a Rotary club should not overlap with the activities of a professional business organization, which may be found in any town.

If we summarize (1) and (2), we can say :

In terms of social service activities related to civic life, Rotary clubs may take group action if necessary, as long as they do not overlap with the activities of other organizations. Ideally, however, they should be carried out as individual service activities by Rotarians.

By the way, have you noticed that the content of items (1) and (2) above is similar to item (6) of the "1923 Statement on Community Service" (i.e., Resolution 23-34 adopted in 1923) ?

It is said that Resolution 23-34 was a compromise between "the advocates of vocational and individual service" and "the advocates of community and group service". In fact, it was presented seven years earlier, in 1916, by Guy Gundaker in "A Talking Knowledge of Rotary". My hat is off to Guy for his insight.

For reference, the "1923 Statement on Community Service" (Resolution 23-34), paragraph 6, is shown below.

(6) of the "1923 Statement on Community Service" (Resolution 23-34)

~ Guidelines for Community Service Activities ~

Although regulations are not prescribed for an individual Rotary club in the selection of community service activities, the following rules are suggested for its guidance :

- a. Because of the limited membership of Rotary, only in a community where there is no adequate civic or other organization in a position to speak and act for the whole community should a Rotary club engage in a general community service activity that requires for its success the active support of the entire citizenship of the community, and, where a chamber of commerce exists, a Rotary club should not trespass upon nor assume its functions, but Rotarians, as individuals committed to and trained in the principle of service, should be members of and active in their chambers of commerce and as citizens of their community should, along with all other good citizens, be interested in every general community service activity, and, as far as their abilities permit, do their part in money and service ;
- b. As a general thing, no Rotary club should endorse any project, no matter how meritorious, unless the club is prepared and willing to assume all or part of the responsibility for the accomplishment of that which it endorses ;
- c. While publicity should not be the primary goal of a Rotary club in selecting an activity, as a means of extending Rotary's influence, proper publicity should be given to a worthwhile club project well carried out ;
- d. A Rotary club should avoid duplication of effort and in general should not engage in an activity that is already being well handled by some other agency ;
- e. A Rotary club in its activities should preferably cooperate with existing agencies, but where necessary may create new agencies where the facilities of the existing agencies are insufficient to accomplish its purpose. It is better for a Rotary club to improve an existing agency than to create a new and duplicative agency ;
- f. In all its activities a Rotary club acts best and is most successful as a propagandist. A Rotary club discovers a need but, where the responsibility is that of the entire community, does not seek alone to remedy it but to awaken others to the necessity of the remedy, seeking to arouse the community to its responsibility so that this responsibility may be placed not on Rotary alone but on the entire community where it belongs; and while Rotary may initiate and lead in the work, it should endeavor to secure the cooperation of all other organizations that ought to be interested and should seek to give them full credit, even minimizing the credit to which the Rotary club itself is entitled ;
- g. Activities which enlist the individual efforts of all Rotarians generally are more in accord with the genius of Rotary than those requiring only the mass action of the club, because the community service activities of the Rotary club should be regarded only as laboratory experiments designed to train members of a Rotary Club in service.

(The underlined part is similar to Guy Gundaker's thoughts)



At the time of the adoption of Resolution 23-34 (June 1923), Guy Gundaker was R I president-elect. The following month, in July, he became R I president. It is not surprising, then, that Guy Gundaker's view of Rotary were strongly reflected in Resolution 23-34. (→ p11, 45-46)

【5】 Service in Rotary ~~~~~

This section describes "Service" as Guy Gundaker saw it. The first thing to note is that Guy's view of "Service" differs from the meaning of "Service" in Rotary today.

1) Areas of Service in Guy Gundaker's View

As a matter of fact, at the time when "A Talking Knowledge of Rotary" was published in 1916, Rotary's concept of "Service" (general Service) referred to all contributing activities in various settings and situations, such as the home, club, workplace, industry, local community, state, and country. These were commonly referred to as "Social Service" or "Service to Society".

However, in "the Aims and Objects Plan" adopted at the 1927 R I Convention in Oostende, Belgium in 1927, the previous concept of general "Service" was divided into three categories : Club Service, Vocational Service, and Community Service. Then, at the 1928 convention in Minneapolis, Minnesota, USA, International Service was added, and at the 2010 Council on Legislation, Youth Service was added to the current Five Avenues of Service in Rotary.

In short, the meaning of "Service" as used in Rotary before and after 1927 is different.

"Service" in this book = "Social Service" or "Service to Society" before 1927
 = Service in various settings and situations throughout society,
 including home, club, workplace, industry, local community, and country
 = Generic term for current Club Service, Vocational Service, Community
 Service, International Service, Youth Service, and other forms of service

Reference 1 : On The Classification and Definition of "Service"

The Five Avenues of Service were originally just a way of classifying club committee structures into categories of service. However, some Rotarians are obsessed with categorizing service itself. For example, they may ask questions such as.

"If a Rotarian doctor went to a developing country and provided free medical care to children, would that be classified as Vocational Service, International Service, or Youth Service?"

If Guy Gundaker were alive today, he would answer as follows :

"What a stupid question. Why classify Service ? Is it a question of which committee hosts it ? It doesn't matter which committee. Rotarians simply contribute to the betterment of various settings and situations. We are Rotarians anytime, anywhere."

Of course, I agree with Guy Gundaker's answer. (→ p51)

Another concern (See pages 48-53) is that not a few Rotarians misunderstand the content of Club Service and Vocational Service. The main reasons for this are as follows :

- (1) The definitions of "Club Service" and "Vocational Service" based on the 1927 "Aims and Objects Plan" are not been well known.
- (2) Since the end of the 20th century, emphasis has been placed on club administration, and many people mistakenly believe that club administration is "Club Service".
- (3) Since the end of the 20th century, the additions to the definition of "Vocational Service" are still not fully understood by many Rotarians.

2) Meaning of Service in Guy Gundaker's view

Guy Gundaker used the word "Service" in "A Talking Knowledge of Rotary", but curiously did not explain its specific meaning. However, if you have read this commentary through to the end, you may have noticed that there are two words that Guy used as synonyms for "Service", depending on the situation.

The two words are **"Betterment" and "Duty (or Responsibility)"**.

Specifically, Guy Gundaker used phrases such as

"Service is an action that leads to betterment" and

"Service is the duty (responsibility) of Rotary and Rotarians".

At least he did not use "Service" to mean "kindness" or "thoughtfulness".



Guy Gundaker believed that the pursuit of "betterment" in various settings and situations throughout society was not simply rooted in kindness and compassion, but was a noble "duty (responsibility)" of Rotary and Rotarians.

In short, Guy Gundaker believed that it was "the ideals of Rotary" and the mission of Rotarians to fulfill these "duties (responsibilities)".

As a matter of fact, it is fair to say that "the ideals of Rotary" led to today's "the ideal of service". (→ p45-46)

Reference 2 : Two Documents that have been cited in The Explanation of "Service"

Did you know that there are two documents that have often been cited by prominent Rotarians when explaining "Service"? Here they are for your reference.

One is described in "The Aims and Objects Plan (Pamphlet No. 3B)", published by RI in 1931. This may be RI's first official statement of "the ideal of service".

Various expressions have been given in Rotary to what is meant by the ideal of service. Among them are :

1. "Service Above Self"
2. "He Profits Most Who Serves Best"
3. thoughtfulness of others
4. most of all treating others as one would like to be treated

The second is a statement made by Chesley Raynolds Perry, RI's first General Secretary, at the RC of Tulsa, USA, in 1954. It was also printed on the back of the Official Directory, which used to be published annually.

Rotary clubs everywhere have one basic ideal - "the ideal of service", which is thoughtfulness of and helpfulness to others.

In any case, please note that "Service" as described by Guy Gundaker in "A Talking Knowledge of Rotary" has a different meaning than the two above.

【6】 Neutrality in Rotary ~~~~~

Much of what Guy Gundaker said about "Rotary's neutrality" is still alive and well as a Rotary tradition, as noted below. I am deeply impressed by his greatness.

Guy Gundaker believed that Rotary's social impact should be approached with caution.

Rotary clubs should approach local and public issues with care and not rush into action. In addition, political issues should not be discussed within Rotary because they can easily lead to emotional arguments and potentially damage friendships and camaraderie among Rotarians.

Guy Gundaker also emphasized the importance of avoiding inappropriate discussions at Rotary club meetings.

If a member wishes to propose a topic for discussion, it should first be presented to the committee in charge and then to the board of directors for full consideration. Only if the board determines that the proposal is appropriate for the club will it be presented to the membership at the next meeting.

When a club member proposes a matter to the board of directors, the board should carefully consider whether the proposal is appropriate for Rotary and how it will affect Rotary International and other Rotary clubs. Furthermore, if the matter involves local, partisan, or national issues, the board should consider seeking prior approval from any other affected clubs in the district, as necessary.

Prior approval may seem a bit exaggerated, but I think that at that time, club plans and agendas discussed at meetings were often not in keeping with Rotary values, were not prudent, and sometimes interfered with fellowship among Rotarians. I believe Guy Gundaker pointed them out and asked for reflection.

And as for the International Association of Rotary Clubs (now Rotary International (RI)), Guy Gundaker's thoughts were as follows :

- * **Should not get involved in national, regional, or partisan issues.**
- * **Should be responsible for establishing and supporting Rotary clubs and standardizing their operations.**

In recent years, the standardization of club operations, such as membership and meeting attendance, has been relaxed and individual clubs are encouraged to introduce diversity and flexibility into their operations, which is seen as conducive to club development.

These things may be a trend of the times, of course. But Guy Gundaker would be surprised if he were still alive. (→ p27. 29. 37)



Guy Gundaker has this gem of a quote :

Only the small duties of Rotary can render
our Rotary wheel perfect and symmetrical.

Rotary has developed to the point where it can be called
a huge organization, but we should still keep these words in mind.

【7】 Rotarian Profit ~~~~~

Now, what profit do "worthy and true Rotarians" receive ?

In response to this question, Guy Gundaker kicked out business profit by saying :

"The profit a Rotarian gets is not that microscopic, infinitesimal something which exists somewhere between the cost and the selling price."

Guy Gundaker's view of the profit that "worthy and true Rotarians" receive is as follows :

The profit is that all Rotarian will be a better person, a greater person, and will be able to render a greater service to himself, to their fellow Rotarians, and to society as a whole. In short, the Rotarian profit is the betterment of the Rotarian's humanity and the betterment of society.

Guy Gundaker discussed the human development of Rotarians, using the story "The Great Stone Face" by American author Nathaniel Hawthorne (1804-1864) as an illustration. Without going into detail, Guy concluded his commentary on the story as follows :

As a Rotarian, if you devote your time to deep thought, study, service, and friendship without discrimination, you will eventually develop the face of a "worthy and true Rotarian", as the saying goes : "Growth in character always shows on the face".

In other words, while learning, gaining experience, and improving a spirit of service in the fellowship of Rotary, a Rotarian will continue to strive for personal growth and character development, and will eventually become a "worthy and true Rotarian".

Guy Gundaker also said :

Those who wish to become "worthy and true Rotarians" should read the official Rotary magazine, their club's publications, the Constitution of Rotary International, the Object of Rotary, and the Rotary Code of Ethics. And, in the name of growth, they should spare no effort to learn business management theory and immerse themselves in fraternal fellowship without discrimination.

In short, to gain the profit of being a Rotarian, club members must make these effort. (→ p7)

To summarize what has been said so far, the following is a brief summary.

Rotarian Profit (summary)

The profit of being a Rotarian is to become a "worthy and true Rotarian" through personal development in Rotary, and to be able to further serve the betterment of business, industry, and society.

“Evolution of Members of Rotary Clubs into Real Rotarians !”

Guy Gundaker believed that the ultimate goal of Rotary was to grow, support, and increase "worthy and true Rotarians".





Guy Gundaker also emphasized the following :

Rotarians should strive for fellowship, learning, and service !

Then, the world will admire us "Behold that wonderful Rotarian !"

Of course, it is also a Rotarian's profit to receive such recognition and admiration.

● **The "profit" of enriching the lives of Rotarians (Enjoy Rotary)**

I believe that what Guy Gundaker called the "profit" of Rotarians could be rephrased as the "profit" of enriching the lives of Rotarians.

I often said the following to new members as we got to know each other:

Rotary enriches the lives of Rotarians (Enjoy Rotary)

In the midst of the stressful and hectic days of work and running a business, Rotary membership has allowed me to meet and interact with wonderful Rotarians whom I would never have met otherwise, and to talk openly with them about service and life.

Through these experiences, I have been exposed to many Rotarians' views on their professions and lives, their integrity and honesty, and their admirable personalities. I also learned business procedures, secrets of success, employee management, self-management, and how to build friendly relationships with others that I have been able to apply to my own business and life.

In addition, I have been enthusiastically participated in a variety of valuable service activities, giving my wisdom, sweat, time, and some money for the sake of my fellow club members, the club, and the community.

Above all, these were times of joy and satisfaction, as well as times of relief, relaxation, and self-affirmation. I have also been blessed with successes, opportunities to make great strides, and wonderful emotions that I would never have had the chance to experience. In the process, I have become a person committed to a worthy and honorable way of life.

In short, Rotary has helped me grow as a person and has enriched my life. I believe that Rotary has grown and developed because it has been that kind of Rotary.

The "profit" of enriching the lives of Rotarians, as mentioned above, are exactly what "Enjoy Rotary" is all about. In other words, joining a Rotary club will give you :

- The joy of being in the company of trusted and respected Rotarians
- The joy of sharing fellowship and learning with other Rotarians
- The joy of business development
- The joy of service
- The joy of relief, relaxation, and self-affirmation
- The joy of having opportunities for success and advancement
- The joy of being blessed with inspiration
- The joy of learning how to live a worthwhile life and developing into a "worthy and true Rotarian"



All of these are consistent with Guy Gundaker's view of Rotary. If Guy Gundaker were alive today, he would agree that the "profit" of being a Rotarian can be rephrased as the "profit" of enriching the lives of Rotarians.



Reference 3 : Two Rotary Mottos and Guy Gundaker

Guy Gundaker concluded his explanation of "Rotarian profit" with two Rotary mottos :

- * Service, Not Self
- * He Profits Most Who Serves Best

I think Guy picked up on these two mottoes there because they are both related to "profit".

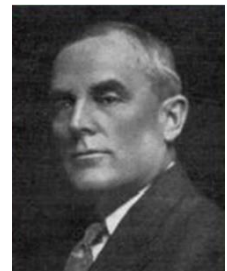
(The current Rotary mottos have now been changed to "Service Above Self" for the former and "One Profits Most Who Serves Best" for the latter.)

However, Guy Gundaker did not provide detailed explanations or opinions on these two mottos. Here I explain these mottos and Guy Gundaker's views on them.

First, "Service, Not Self" as said by Benjamin Frank Collins, President of RC Minneapolis, at the 1911 Portland Convention. In Japan, this was once interpreted as "service without regard to self-interest", "unselfish service", or "the quintessence of community service".

In reality, it means "doing business not only among ourselves (Rotarians), but also actively doing business with non-Rotarians". By doing so, both the club and the community will prosper.

(Source : The National Rotarian, November 1911. "How It is Done in Minneapolis"
An Impromptu Address Given at the Portland Convention)



On the other hand, Guy Gundaker emphasized that the "profit" of being a Rotarian is "to be a more worthy, more open-minded person" and "to be a better service provider" which belongs to Rotarians themselves. Thus, Guy advocated the "profit" of "improving individual humanity" (Self), and it is unlikely that Guy Gundaker's view of Rotary includes Collins' concept of "Service, Not Self".



Next, "He Profits Most Who Serves Best" is a statement by Arthur Frederick Sheldon of the Chicago RC. Sheldon's theory of service was "a philosophy and practice of academic business management for the further development of one's own business" and focused primarily on "the profits of business management". Note that he was talking about profits in real life as well as profits in business life. But they were success, respect from others and self-respect.



On the other hand, as noted above, Guy Gundaker strongly advocated the "profit" of "improving individual humanity" (Self). Moreover, he also said, "The profit a Rotarian gets is not that microscopic, infinitesimal something which exists somewhere between the cost and the selling price". Guy believed that improving business management and real life was Rotarians' duty, not their profit.

I do not believe that Guy Gundaker's view of Rotary is consistent with the two Rotary mottos. This may explain why he referred to the two mottos but did not give a detailed explanation or opinion.

【8】 Rotary Emblem ~~~~~

We Rotarians always wear the Rotary emblem. It is, of course, a symbol of our identity as Rotarians.

Guy Gundaker stated the following about Rotarians' credibility :

Rotarians are fortunate (and privileged) in that simply being a member of Rotary brings "tremendous credit, both to the individual member and to the member's business".

In fact, social and business dealings with club members and the general public are more likely to go smoothly. Therefore, as Rotarians, we should never do anything to tarnish that credibility.

And Guy further stated the following about the Rotary emblem :

Rotarians represent the best of the business world. Therefore, we must strive to live up to that name. As a symbol of this, every Rotarian should wear the Rotary emblem at all times.

In short, Guy Gundaker placed great emphasis on the credibility of Rotarians.

The Reason why Rotarians wear the Rotary Emblem

Members of Rotary clubs should represent (warrant) to the public that they are "worthy and true Rotarians" who work hard to conduct their businesses to the best of their ability and to earn their trust on a daily basis.

They should also promise (warrant) to the public that they will engage in worthwhile activities as Rotarians, including contributions to their industry and to society.

As evidence of these pledges and commitments, and as a symbol of integrity, trust, and service, all Rotarians should wear the Rotary emblem at all times.

The above statement can be summarized as follows :

- **We are Rotarians, anytime, anywhere !**
- **All Rotarians always wear the Rotary emblem as a sign of integrity, trust, and service !**

For this reason,

- Rotarians must never speak ill of others or behind their backs.
- Rotarians must never behave unethically, immorally, or cowardly.
- Rotarians must never engage in corruption, collusion, bribery, falsification, counterfeiting, or any other misconduct.



Recently, although rarely, I have seen and heard of unseemly behaviour by Rotarians that makes me want to say, "The Rotary emblem is crying". It is truly sad and unfortunate.



2. The Rotary Club's Responsibilities

Guy Gundaker's concept of "the Rotary club's responsibilities" is really "Club Administration" itself. This means that club leaders must strive to run an attractive and valuable club with an emphasis on fellowship, learning, growth, and service. Of course, such club administration requires preparedness, passion and leadership on the part of the president and other club leaders.

This section describes the key points and effective approaches in preparing them.

【1】 Club Administration ~~~~~

1) Club President

Club leaders refer here to club officers, but it goes without saying that the club president's responsibilities are especially important when it comes to club administration.

In fact, Gundaker emphasized that attractive and valuable club administration, especially the enhancement of regular meetings, is the key to the development of Rotary and society, and that the responsibility lies with the club president. In this regard, he noted that the responsibility for fulfilling "the Object of Rotary" and maintaining the club in accordance with international standards rests with the president of each club.

Therefore, the club president must have a clear policy and strategy for the content of regular meetings, the board of officers, the board of directors, and committee activities, which are the cornerstones of club administration.

Needless to say, the club president must maintain the following two core beliefs at the root of the policy and strategy :

- "Grow Rotarians" and "Enjoy Rotary" will lead to "Grow Rotary".
- Rotary is an organization that grows, supports and increases "worthy and true Rotarians".

The president should then carefully consider how to manage the club with a focus on "fellowship, learning, growth, and service" and how to link this to membership growth using RI and district policies and strategies, club traditions, and this book.

The term of office for a Rotary club is one year. District policies and club goals are also on a one-year basis. Therefore, the club president, with the wisdom and cooperation of other officers, directors, and committee chairs, should develop and implement new club policies and strategies for the new year, rather than continuing the previous year's policies and strategies.

This requires the president's own preparedness, passion and leadership, as well as the trust, generosity, encouragement and appreciation for the officers, directors and committee chairs. The president should express these thoughts in the inspiring presidential address at every meeting.

Another important thing to remember is the bond with the club secretary. This is because the club president relies most on the club secretary with a heart-to-heart relationship. It is also important to remember that the club president and secretary are of one mind.

Everyone in the club continues to watch the president's spirit and efforts. I want the president to make it an attractive and valuable year so that not only the members but also fellow club-leaders will say, "Your year as president was really fulfilling and very enjoyable".

It will definitely have a positive impact on the president's own work and life. Above all, it will grow many "worthy and true Rotarians" and lead to a better society.

2) Board of Officers and Board of Directors

In Rotary clubs, "officers" are the club leaders who take a guiding role in club operations. On the other hand, "directors" are the people who discuss and vote (by majority vote) on club matters.

The "board of officers" (officers' meeting) is the executive body of the club. Therefore, its main role is to review the agenda (activity plans of each committee, budget, financial statements, new proposals, etc.) prior to the "board of directors". And the club secretary's job is to summarize these agendas at the "board of officers" and submit them to the "board of directors" together with any necessary materials.

On the other hand, the "board of directors" is the club's decision-making body and is responsible for the overall management of the club. Specifically, it deliberates on the agendas submitted by the "board of officers" and makes resolutions (approval, rejection, and various decisions).



Of course, active discussion is necessary during the review stage. Such a spirit of friendly rivalry will help to deepen each other's knowledge of Rotary.

The officers' and directors' meetings prior to the start of the presidential year (especially immediately after PETS) are extremely important in planning the annual schedule of meeting programs. Because the annual schedule should be carefully reviewed for the following :

- (1) **Is the annual schedule consistent with RI policies, the district theme, club goals, etc. ?**
- (2) **Does the annual schedule lead to "Grow Rotarians, Enjoy Rotary, Grow Rotary" ?**
(Does it emphasize the four perspectives of fellowship, learning, growth, and service ?)

In particular, with regard to (1) above, officers and directors should consider the following :

"There is no way to follow the previous year's meeting program".

Of course, when implementing the meeting program, the board of directors and the board of officers held two months prior to the meeting and the previous month are important. Specific details of the program, such as budget, preparation, and assignment of roles, must be discussed in detail and decided by the previous month. Needless to say, a preliminary report, if necessary, should also be made at the regular meeting.

In addition, the board member or committee chair who is actually responsible for the program must have careful preliminary discussions with the president and secretary. If this preliminary discussion is inadequate, the board's deliberations will not proceed smoothly and may sometimes be contentious.

Guy Gundaker emphasized that the club president has a great responsibility to provide preparedness, passion and leadership in these deliberations, as follows :

"Just because officers or directors are indifferent, or committee members are not proactive doesn't mean that the club presidents can be absolved of this responsibility."

I also believe that the club secretary's role at these meetings is important. The care and effort of the secretary in handling the practical affairs of the club is key to club administration.

3) New Members in Rotary

The selection of new members is also an important responsibility of the club's board of directors. Guy Gundaker listed the following six requirements for Rotary club membership.

- (1) A person who is a manager of the business.
- (2) A person who is a leader in the industry in which the business operates.
- (3) A person who is of good character; trustworthy, reliable, and sociable.
- (4) A person who, after becoming a member, will regularly attend Rotary meetings.
- (5) A person who, after becoming a member, will not neglect practical activities as a Rotarian.
- (6) A person who, after becoming a member, shares the appeal and values of Rotary and remains enthusiastic about being a Rotarian.

Guy Gundaker particularly emphasized (4) above. As a result, Guy said :

"If a member is frequently absent from meetings after joining Rotary, severe and decisive action, including removal from the club, should be taken against the member. This is the same as a company having a policy of firing employees who are frequently absent."

Guy Gundaker also expressed strong feelings about Rotary when he emphasized that members who attend and stay are a great asset to a club, and that clubs with members who repeatedly join and leave are doomed to decline.

Past Governor Mikio Ito of my R I District 2800 used to say that only those of high integrity who would become "worthy and true Rotarians" should be encouraged to join Rotary.

He meant the following :

To join Rotary, it is necessary to have (1) and (2). In addition, those who are appropriate for (3), (4), and (5) will fully benefit from "Grow Rotarians" and "Enjoy Rotary", and those who are also appropriate for (6) will be "worthy and true Rotarians". Of course, "worthy and true Rotarians" contribute to "Grow Rotary" and do not want to leave Rotary.

I completely agree with him, but we must remember that this requires a club that consistently holds attractive and valuable meetings and has a sufficient sense of togetherness and coziness.
(→ p29-36, 43-44)

As mentioned earlier, the qualifications for Rotary club membership are more relaxed than in the past. (→ p6)

In addition, Rotary International (R I) has recently encouraged clubs to recruit diverse members from the community. These individuals bring fresh perspectives and ideas to the club and strengthen its presence. (→ p55)

It is not good, however, for those who join a club to leave soon after.
That is why R I is committed to promoting Diversity, Equity, and Inclusion (DEI) in club administration.

However, for DEI to be effective, there must be a culture of "Toleration" in the club. This is discussed below. (→ p49)



4) Identifying and Improving Problems in a Rotary Club

Guy Gundaker said that Rotary clubs should always reflect on the current state of their clubs and members and how they can develop into ideal clubs. Ideal clubs, of course, are those with attractive and valuable club administration that focuses on the "fellowship, learning, growth, and service" necessary to achieve "the ideals of Rotary". (→ p53, 54-55)

In other words, Rotary clubs have a responsibility to their members not to be satisfied with the status quo, but rather to identify problems with the status quo and work to improve it. This constant effort is necessary for club leaders to achieve "the ideals of Rotary".

In the 21st century, the importance of club strategy committee has been much talked about. But already more than 100 years ago, Guy Gundaker emphasized that it is the responsibility of club leaders to identify and improve problems in their clubs.

Once again, we are reminded of the greatness of Guy Gundaker.

Reference 4 : Specific Examples of Club Problems

- * Many members are absent from regular club meetings. (especially unexcused absences)
- * A warm atmosphere is not felt in the meeting place. It is not comfortable.
- * Not enough members do Smile-Fund-Raising. (especially for visitors and guest speakers)
- * Few members greet, welcome and entertain new members and visitors at club meetings.
- * The president's address (president's speech) does not resonate with members.
- * Few opportunities for members to express their opinions.
In particular, there are not enough member speeches and club forums.
- * Some members do not behave properly at regular meetings.
(private conversations, cell phone etiquette, etc.)
- * Some members speak ill of other members of the club and talk behind their backs.
- * Many members do not understand the Object of Rotary.
(Few opportunities for learning about Rotary)
- * The start, progress, and end of regular meetings are not kept on time.
- * Regular meetings are not enjoyable, not attractive, not valuable or boring.
(Many members wish they had not come to such a meeting.)
- * Many members do not know how other clubs conduct their meetings.
(Few members go to other clubs for makeup.)
- * Many members do not share the strengths and characteristics of their own club.
(Many members can only describe their own club's features as fellowship and tradition.)
- * Few members donate to The Rotary Foundation.
(There is insufficient momentum for donation itself)
- * Few members join the club and there is insufficient momentum for membership growth..
- * Some members leave the club without feeling the joy and pride of being a Rotarian.

What do you think ? It may be a good idea for clubs to conduct a survey (○△×) on the issues listed above. If you find any problematic situations, please discuss how to deal with them at your club's board meeting or regular club meeting.

For more information on how to respond, please refer to the next section, "Club Meeting Management", for hints.

【2】 Club Meeting Management ~~~~~

The cornerstone of Rotary club administration is regular meetings. This section describes how regular meetings should be managed.

First of all, it is important to recognize that Rotary club meetings are very different from those of a typical service organization. In fact, service organizations of all sizes around the world meet regularly just to discuss service plans, fundraising plans, recruitment plans, public relations plans, and so on. I myself belong to several of the local service organizations and they all have such meetings.

But if your Rotary club meetings were like this, would you continue to be a Rotarian ?

Guy Gundaker emphasized the importance of Rotary club meetings as follows :

Rotary club meetings are places of fellowship and learning that should be maximized for the betterment of club members, their businesses and industries, and the achievement of "the Object of Rotary".

It then urges club leaders to make the limited and scarce time of Rotary (meetings and events) attractive and valuable.

That is why club leaders, especially the president, must take responsibility for holding attractive and valuable meetings that focus on fellowship, learning, growth and service. (→ p13)

Attractive and Valuable Meetings (summary)

- (1) Meetings where members can interact with each other, share experiences, and deepen mutual respect through sincere personal relationships.
- (2) Meetings that provide useful information and methods for members' business, life and way of life.
- (3) Meetings at which members learn and understand the spirit of service and are motivated to put it into practice.

To achieve these goals, the following three things are important

- * An inspiring president's address
- * A sense of togetherness and coziness in the club
- * Attractive and valuable meeting programs

In short, hold meetings that every member is happy to attend.

It is only if the above meetings are held that the following can be said :

"Rotary is more than a service organization that brings community leaders together."

Guy Gundaker had a strong desire to make Rotary's limited and scarce meeting time attractive and valuable. In fact, he went so far as to say that we should consider how little time we have for regular meetings in order to realize "the ideals of Rotary".

Recently, it has become possible to have a club rule that Rotary meetings may be held only twice a month instead of every week.

I am sure Guy Gundaker would be very surprised and saddened to know this fact.



1) Absentees from Club Meetings

For those who joined Rotary but left after a year or two, I am saddened to think that they may have left before they fully understood how wonderful Rotary is.

If the reason for leaving was something other than a job change or relocation, I worry that the club failed to create a good flow of "acquaintance" to "friendship" to "fellowship" for them, or that they did not feel comfortable at the meetings and did not find the meetings attractive or valuable.

In fact, they may have missed many of the regular meetings because of their busy work schedules. Needless to say, the most important place to foster fellowship in Rotary is at regular meetings. If they are constantly missing these important meetings, they will feel alienated, not befriended. Naturally, they will begin to think that Rotary dues are a waste of money, and it is no wonder that they will eventually leave the club.

Therefore, the club president should have a serious sense of urgency when the number of regular meeting absences increases.

What is the most important thing a club president needs to know ?

Club members somehow manage to get their jobs done and attend meetings because they are all business owners who can manage their own time. This is not because of the food, but because there is "something" that makes them want to be at the meeting. Therefore, club presidents need to be aware and proud that they are providing that "something".

If the "something" is not enough, absenteeism will naturally increase.

Guy Gundaker asked members who were frequently absent from meetings to take severe action, such as resigning their membership. (→ p27)

However, I would like club presidents to first reflect on recent regular meetings by thinking, "If there are so many absent members, it is probably because the meetings are not attractive or valuable". Then, if there is indeed a problem, it should be made a top priority for the club board of directors to consider how to deal with it effectively.

2) Club President's Address

The club president's most important job is to provide a meeting that every member is happy to attend. To achieve this, the following three are important : An inspiring presidential address / A sense of togetherness and coziness in the club / Attractive and valuable meeting programs.

The president should be prepared to devote half his life to these three things and have a sense of mission. Of particular importance, needless to say, is an inspiring president's address.

Why is the club president's address important ?

The club president's address is the prerogative of the president, but at the same time the president is the sole executor and the only one responsible for it.

An inspiring presidential address is the most powerful weapon in building Rotarian morale, fostering trust and respect for the president in the hearts of the members and bringing vitality and unity to the club.

In this sense, the very key to club vitality is the passion of the club president.

That is why, if there are many absences from meetings, the club president should ask himself or herself, "Did I give an inspiring president's address at every meeting ?

Reference 5 : Club President's Address Tips

Tips for an Inspiring Club President's Address

- (1) Think about the speech topic and content structure in advance, and prepare an inspiring speech.
- (2) Pay attention to speaking speed (300 words per minute is recommended), intonation, pauses, eye contact, facial expressions, gestures, microphone angle, distance from the microphone, etc.
- (3) Use many appropriate linking words to show the connection between the preceding and following sentences.
- (4) Speak calmly and sincerely. It is important not to say, "I conveyed the message to the audience", but rather, "The audience understood and was moved by the speech".
- (5) When giving speeches online, such as via Zoom, pay special attention to facial expressions and eye contact.
- (6) Prior practice is essential.

3) Attractive and Valuable Meeting Programs

① Meetings that bring out unknown abilities of members and deepen mutual understanding

Guy Gundaker noted the following about the program of regular meetings :

In order to make the most effective use of our limited meeting time, it is important to bring out the unknown abilities of the members and deepen the understanding of each other. In this sense, it is effective and efficient to have a speaking program.

● Speeches by club members or special guests at club meetings

Guy Gundaker had the following to say about speeches by club members and special guests about their work and the state of the industry :

It goes without saying that speeches by special guests are beneficial to members.

But even more beneficial are the speeches by members, which are a great privilege of club membership.

- An opportunity for speakers to improve their presentation skills
- An opportunity for members listening to the speeches to gain new information, inspiration, and motivation for their businesses and lives
- An opportunity for members to deepen mutual trust, respect and camaraderie

These are the very base of Rotary : fellowship and learning. (→ p9)

● Programs for learning about Rotary

Guy Gundaker also emphasized the importance of special luncheon meetings to promote understanding of Rotary principles. He urged that such meetings be held at least once every six weeks.

Recently, we have often heard the phrase "from training leaders to facilitators". This may be because there are fewer good training leaders who can talk about Rotary's philosophy and traditions. Therefore, it is very important to select a trainer who can speak about Rotary with accuracy, clarity, depth, and interest.

It may also be a good idea to hold a club forum (table discussion) after the speech, with younger members chairing and presenting at each table. (→ p35)

Rotary's Learning Themes

*The Object of Rotary (→ p45-46, 60)

It seems to me that not many Rotarians today have a good understanding of the Object of Rotary. This may be because there are fewer opportunities to explain the Object of Rotary at meetings and district seminars.

In any case, the Object of Rotary is the most important thing we Rotarians should focus on. I hope that district leaders and club presidents will be aware of the crisis and take action to address the current situation in which its content, significance and historical transition are not fully understood.

*Club Service (→ p47-49)

Club Service includes not only the club leaders administering the club, but also the club members' contribution to the growth and support of other members as well as their assistance with Club Administration. It is really troubling that many Rotarians do not understand "Club Service ≠ Club Administration by Club Leaders".

*Vocational Service (→ p50-54)

There is no doubt that Vocational Service is broad and deep. That is why it is of utmost importance to recognize and accept that "Vocational Service = the duties of a Rotarian as a vocational person". Then, as you learn about the various areas of Vocational Service, it should not be difficult to understand them.

*Community Service (→ p16, 41)

*Rotary Fellowship (→ p8-10)

*Rotarian Profit (→ p21-22)

*Two Rotary Mottos (→ p23)

*DEI and Tolerance (→ p49)

*What is Rotary? (→ p59-60)

*The Four-Way Test

*Life and times of Rotary founder Paul Percy Harris



② Meetings to help members with their business

Guy Gundaker pointed out that in every type of club-recreational, educational, social, etc. - there are opportunities to do business with other members. However, Guy also noted that membership in Rotary does not automatically guarantee increased business opportunities with other members.

He then explained "improving members' business" by dividing it into "Practical Side" and "Ideal Side" in Rotary, as follows. (→ p14)

● Practical Side : Improvement of business brought about by "fellowship"

In this regard, Guy Gundaker stated the following :

Rotary club meetings help build friendships and foster fellowship among members. These meetings, which include a meal together, provide an ideal setting for these relationships to develop and grow. It is only natural that business transactions increase as trust and honesty develop through regular attendance and interaction among members. (→ p14)

● Ideal Side : Improvement of business brought about by "learning"

Guy Gundaker, on the other hand, explained the ideal side as follows :

Through club meetings and Rotary activities, club members learn from each other the "high ethical standards of professionalism and the various principles of service" that Rotary preaches, and put them into practice in their daily and business lives, so that their businesses can improve and develop.

In other words, it is the improvement of the business that "learning" brings. (→ p14, 39)

In addition to daily life and business, Guy stated the following practices in the industry :

As representatives (ambassadors) from Rotary, club members have a duty to promote high standards of professional ethics and service principles in our industry.

This means that the development of the industry is also necessary for the betterment of the members' businesses. (→ p11, 15, 40)

In order to learn the ethical standards and specific management practices necessary to promote business, Guy also recommended that many of the following opportunities be provided at regular meetings.

- * Speech programs by club members and special guests.
- * The Rotary Code of Ethics for Business Men of All Lines

The former speech programs are still important today for providing new information, inspiration, and motivation for members' business and lives. (→ p31)

The latter, on the other hand, can be thought of as the modern-day equivalent of the recitation and commentary of "the Object of Rotary", "the Four-Way Test", "the Rotarian Code of Conduct", and so on.

Unfortunately, there seems to be less emphasis in Rotary these days on the business improvements that "learning" can bring.

● Integration of Practical Side and Ideal Side

(Business improvement through integration of fellowship and learning in Rotary)

In any case, hats off to Guy Gundaker for his insight into the division between the practical side and the ideal side of "improving members' businesses" in Rotary.

However, with apologies to Guy Gundaker, I personally do not see the need to divide "improving members' business" into "practical side" and "ideal side. Because a Rotary club meeting is a place for fostering "fellowship" and deepening "learning", "fellowship" and "learning" are one and the same, and naturally the "practical side" and "ideal side" mentioned above should also be one and the same.

In other words, if club members learn knowledge and attitudes useful for business and life, if they learn about "the ideals of Rotary", and if they strengthen and enhance the camaraderie (fellowship) of Rotary's aspirations, then the meetings will naturally be "meetings to help members with their business". This is the natural course of events, and I don't think it is necessary to think in terms of practical or ideal sides.

Therefore, a club that is committed to "the base of Rotary" (→ p9), which links fellowship with learning, would hold "meetings to help members with their business".

③ Meetings that Open Doors to Service

Guy Gundaker stated that a Rotarian is a person who is both eager to cultivate the capacity for service and committed to service. Of course, this requires meetings that inspire club members to learn, understand, and refine the spirit of service so that they can put it into worthy practice. This is what is meant by meetings that open the door to service.

● Club meetings that motivate members

- Preparedness, passion and leadership of the club president
- Inspiring president's address
- Member and guest speeches (→ p31)
- Rotary training, club forums (→ p31, 35)
- Seminar on The Rotary Foundation (e.g., history, achievements and significance, etc.)
- Presentation and review of community needs assessments
- Consideration of service programs that involve community members (especially children) and Rotarians working together
- Recognition of club members or residents who have contributed to the community (children's committee members, community volunteers, etc.)
- Sharing important articles from "Rotarian" and "Governor's Monthly Letter"



Needless to say, the most important of the above is the "preparedness, passion and leadership of the club president". Therefore, I hope that the presidents will show their spirit to the club members and try to give "inspiring address" that motivate them to serve. (→ P30-31)

The practice of service requires knowledge as well as motivation.

Guy Gundaker recommended meeting programs that provide members with the following knowledge to serve their community :

- Geography and industrial activities of the town
- History and culture of the town and region
- Community life
- Condition of parks and streets
- Comprehensive town planning
- Town's port area and foreign trade
- Transportation system and its problems
- Municipal administration, including fire, police, welfare, and social services
- Youth service activities

In today's world, in addition to the above, the following knowledge and significance should also be provided to club members by inviting guest speakers :

- Rotaract Club
- Interact Club
- Youth Exchange
- RYLA (Rotary Youth Leadership Awards)
- The Rotary Foundation
- End Polio
- Rotary Peace Center
- Special Month in Rotary

Guest speakers should be chosen by consulting the district committee or by other means to ensure that the topic is correct, easy to understand, in-depth and interesting. (→ p31)

If possible, a club forum should also be held after the guest speech to further enhance understanding. (→ p35)

④ Evening meetings

Guy Gundaker noted that the evening meetings are even better opportunities for individual members to grow as people and improve their own businesses because they are longer than lunch meetings. He recommended that the evening program be more selective and specialized in its content because of the time and inclination available.



For this reason, Rotarians should keep the following words in mind :

"No Rotarian should be so thick-skinned as to turn an evening meeting into an early dinner party unless the agenda and program have been properly completed.

This is because an evening meeting is not just a social gathering."

Guy Gundaker noted that an appropriate program for an evening meeting could include entertainment, such as trips, concerts, and family reunions, but that the content of these events should be appropriate only for a Rotary club event.

Here are some of Guy's points, as well as some that are relevant today.

(1) Discussion Among Rotarians (Club Forum)

Club forums should be held at evening meetings. Appropriate forum topics include the appeal and value of Rotary, the club's strategic plan, the club's vocational service program, membership growth, and new member education.

The general format (90 minutes in total). is

"Keynote address → Table discussion → Presentations from each table".

Of course, it is not necessary to summarize everyone's opinions. Rather, it is a good opportunity to listen to the opinions of a diverse range of outstanding colleagues, to expand one's own insights, and to foster respect and friendship among members. It is also a very good meeting program in terms of combining fellowship and learning.

(2) New Member Welcome Program

Guy Gundaker stated that during the new member welcome program, the club president should talk about what Rotary should be. It is also important to remind all members attending the meeting of the ideals of Rotary. See the next page for specific examples. (→ p36)

(3) Rotary Anniversary Meeting

An appropriate program for the anniversary meeting might include a veteran member speaking about the history of Rotary, the character and words of Rotary's founder, Paul Percy Harris, or memories of the club's early years. It is also a good idea to discuss the future of Rotary and review the club bylaws.

(4) Visits to neighboring clubs (joint meetings), family reunions, and holiday gatherings that are part of charitable activities, etc.

In any case, all Rotary club meetings should be attractive and valuable to those who attend.

Guy Gundaker emphasized that evening meetings, in particular, should be a place where members can be inspired by Rotary's high ideals and motivated to renew their commitment to outstanding service to their homes, professions, industries, communities, and country.

Reference 6 : Club President's Speech at The Meeting to introduce New Members

- A Rotary club is an organization that aims to achieve the Object of Rotary, which leads to the growth of its members themselves, the improvement of their businesses, and the development of society. It also enriches the lives of its members through fellowship, learning, service, and much inspiration. (→ p22)
To do this, you must attend your club's meetings without fail. Attendance is a prerequisite to being a "worthy and true Rotarian". (→ p7, 37)
- Joining a Rotary club does not promise you success or happiness. By learning and practicing the ideal of service, your good character will be known to many club members, and true friendships filled of trust and honesty will develop. In this way, Rotary will enrich and fulfill your life. (→ p14, 32)
- Rotary fellowship is about deepening and enhancing the friendship of like-minded members. It is like the soil that nourishes the roots of a Rotary sapling as it grows. To be good soil, Rotary fellowship and learning must go hand in hand. The soil thus nourished will make the Rotary sapling grow well. (→ p8-10)
- Rotarians are committed to providing valuable service in all situations and circumstances. As a symbol of integrity, trust and service, we must always wear the Rotary emblem. Because we are Rotarians anytime, anywhere ! (→ p24, 42)
- Rotary is a worldwide organization where selected and diverse leaders gather to grow "worthy and true Rotarians" on the basis of fellowship and learning, and to contribute to society through valuable service.

Attractive and Valuable Club Administration (summary)

- * Club administration that focuses on fellowship, learning, growth, and service
- * The importance of the board of officers and the board of directors.
- * Special requirements for the club president
 - Preparedness, passion and leadership
 - Trust, toleration and appreciation of officers, directors and committee chairs
 - Strong relationship with club secretary
 - Clear policies and strategies for club meetings, officers' meetings, and directors' meetings
- * Recruit people of high integrity from diverse fields who are qualified to be Rotarians
- * DEI (Diversity, Equity, Inclusion) and Toleration
- * Identifying and resolving club issues
- * Attractive and valuable service projects
- * Attractive and valuable regular meetings (fellowship, learning, growth, service)
 - Inspiring president's address
 - Attractive and valuable meeting programs
 - Togetherness and coziness of the club
 - Every member is "happy to attend the meeting !"

"Grow Rotarians" and "Enjoy Rotary" will lead to "Grow Rotar"

Rotary is an organization that grows, supports and increases "worthy and true Rotarians".

3. The Rotarian's Duties

Guy Gundaker described Rotarians as follows :

Those who join a Rotary club receive an education in the principles and customs of Rotary. Rotarians are expected to use the fruits of this education "in the field of self-improvement" and "in the field of service to others". The more they learn in a Rotary club, the more they will take action to fulfill these expectations.

These actions are the duties of a Rotarian, as described below.



The Rotarian's Duties

- 【 1 】 The duties of a Rotarian as a club member
- 【 2 】 The duties of a Rotarian as a vocational person
 - 1) The duties of a Rotarian as a business owner
 - 2) The duties of a Rotarian as an industry representative
- 【 3 】 The duties of a Rotarian as a member of the community

Guy Gundaker believed that learning these duties in Rotary and practicing them in various settings were "the ideals of Rotary" to which all Rotarians should be committed. (→ p45)

【 1 】 The Duties of a Rotarian as a Club Member ~ ~ ~ ~ ~

Needless to say, the main place for "the duties of a Rotarian as a club member" is the club meeting.

1) Attendance of Rotarians at Club Meetings

Guy Gundaker emphasized as follows :

The value of a club in the Rotary movement depends on the active attendance of Rotarians at regular meetings. Attendance at meetings is a prerequisite for being a "worthy and true Rotarian", as members who accept the honor of Rotarian status are required to attend all Rotary meetings. New club members should be informed of this requirement.

However, it must be remembered that the above is based on the following important premise.

An Important Premises in Rotarians' Attendance at Meetings

Rotarians are busy people. Yet they still make time in their busy schedules to pay their dues and attend club meetings. If they are forced to attend boring and worthless meetings that do not lead to "Grow Rotarians" or "Enjoy Rotary", they will certainly leave the club.

That is why the club president has an absolute responsibility to prepare and deliver meetings that are attractive and valuable to club members. (→ p27, 30)

It is only on the basic premise that attractive and valuable regular meetings are always held that club members have an absolute duty to attend meetings.



2) The Duties of Rotarians at Regular Meetings

Guy Gundaker described "the duties of Rotarians at regular meetings" as follows :

Rotarians who attend meetings should talk with other members, even over lunch or dinner. In particular, they should discuss their business or profession and actively participate in any discussion that comes up at the meeting. Rotary meetings are a great opportunity for Rotarians to gain useful information from other Rotarians in different professions, and to find solutions to difficult problems from other perspectives.

That is why he emphasized the importance of attending meetings and actively interacting with each other (confabulating, exchanging ideas, sharing information, and having discussions).

In these interactions, it is also important to "care for and cooperate with other Rotarians to foster a sense of togetherness and coziness in the club". (→ p43-44)

Compared with the pioneering days of Rotary 100 years ago, when Guy Gundaker was active, it may be less advantageous in today's advanced information society to easily obtain opinions and information useful for business at a club meeting.

However, when Rotarians who are leaders in various organizations and dedicated to service gather at a club meeting, there should be many opportunities to "learn" from each other's talks, which will have a positive impact on one's beliefs, professional outlook, and outlook on life. Sometimes, through our interactions, we are blessed with opportunities for success, breakthroughs, and wonderful inspiration. At the very least, these trusting interactions among Rotarians have helped me grow as a person, sometimes taught me about the unknown world and provided me with many wonderful experiences.

It is truly "Grow Rotarians" and "Enjoy Rotary". That is why I believe that Rotary enriches our lives. (→ p22)

Guy Gundaker believed that interaction among members would strengthen and enhance the camaraderie of those who share Rotary's aspirations. In other words, fellowship is fostered at meetings. (→ p8-10)

He also believed that continued learning about the high ethical standards in business, and the various principles of service, and the ideals of Rotary at its regular meetings would lead to membership growth, business improvement, and community development. In other words, the importance of learning at meetings. (→ p14, 33)

In short, fellowship and learning are "the base of Rotary". Learning in fellowship and fellowship in learning (Grow Rotarians & Enjoy Rotary) will lead to the growth and enrichment of members' own lives, the improvement of business, the development of society, and "Grow Rotary". (→ p9. 57-58)

This true pleasure of Rotary should be emphasized more in today's Rotary.

The Duties of a Rotarian as a Club Member (summary)

To strive to make each member a "worthy and true Rotarian" for the betterment of society by attending meetings, learning the principles of Rotary, fostering fellowship through positive interaction, and caring for and cooperating with one another.

**"meeting attendance, personal development,
developing other members to be better Rotarians, club development"**

【2】 The Duties of a Rotarian as a Vocational Person~~~~~

We Rotarians are generally both business owners and industry representatives, and Guy Gundaker divided the "duties of a Rotarian as a vocational person" into these two categories.

1) The duties of a Rotarian as a business owner

As already explained, Guy Gundaker's thinking on this can be summarized as follows :

As a business owner, a Rotarian must learn and practice the high ethical standards in business and the various principles of service that Rotary preaches. (→ p14)

Here it is important to note that practicing high standards of professional ethics alone is not enough ; it is also necessary to become a "worthy and true Rotarian", practicing the various principles of service and living a life of integrity consistent with "the ideals of Rotary". (→ p7, 14, 45)

In short,

Guy Gundaker's "high ethical standards and various principles of service" are "the ideals of Rotary" and are essential to becoming a "worthy and true Rotarian".

This is also in keeping with the concept that "to learn vocational service is to learn the spirit of Rotary". (→ p50)

In fact, Guy Gundaker stated that a Rotarian who does not put "the ideals of Rotary" into practice in his or her daily life cannot be a "forceful teacher" of Rotary ethics.

In other words, a Rotarian who is a "forceful teacher" of Rotary ethics must also be a "worthy and true Rotarian !". (→ p7, 45)

● The Importance of Trust

Guy Gundaker emphasized the importance of trust. (→ p24)

- The most important factor in improving and developing a business is the trust of the business owner and the business itself.
- Election to Rotary membership is a sign of tremendous trust in the individual member and the member's business.

In fact, Guy Gundaker stated that Rotarians are safe partners to do business with for the following reasons :

Not because they have a reputation for doing business quickly and reliably, not because they have a reputation for providing products that are right in price and performance, not because they have a reputation for doing business fairly and properly, but because they are already Rotarians.



Trust is always important for business owners, and the good fortune (privilege) of having "trust" simply by joining Rotary is a great attraction. In fact, we Rotarians consider a new member who has been approved for membership by the club board as trustworthy, and we do not look at him or her with suspicion.

We should make sure that this important attraction is not diminished or lost.

● Education of Employees in the Workplace

Guy Gundaker also emphasized the importance of employee education for Rotarians as business owners. For business owners with a large number of employees, Guy noted that educating employees is more difficult than for professionals (doctors, dentists, lawyers, etc.).

Rotarians in professional occupations practice service on a regular basis, although it varies from person to person. So much so that the staff members around them will naturally be inspired. However, a business owner with many employees cannot be said to practice service unless he or she instills a spirit of service in all employees. That is the only way to instill it, over and over again.

I feel that the importance of employee education is not emphasized enough in modern Rotary. However, it is important to remember that educating employees in the workplace is a very important service practice for Rotarians in terms of business development, local human resource development, and community development.

2) The duties of a Rotarian as an industry representative

Guy Gundaker explained that a Rotarian is not a representative from his or her business or professional association to Rotary, just an industry representative (i.e., ambassador) from Rotary to the respective association. (→ p11, 15, 33)

Based on this thinking, he further emphasized the following :

All Rotarians have duties to preach their peers about the value of high ethical standards in business and the various principles of Rotary, and to eliminate low standards of thought and bad business practices in their own industries.

The improvement of their industries is "Rotary's greatest opportunity for service". (→ p15)

In short, one of the key features of Guy Gundaker's view of Rotary was that the greatest opportunity for Rotarians to serve was to contribute to the industrial development.

The duties of a Rotarian as an industry representative
= As a representative (an ambassador) from Rotary, promoting high ethical standards and various principles of service in the business community and to contribute to its development.

● Rotarians' industry activities in the modern era.

Compared to the early days of Rotary in the 20th century, modern society has better laws, regulations, and oversight, and it is not as easy to do bad things. However, corruption, collusion, bribery, fraud, and falsification have not disappeared.

In addition, modern society also is demanding the importance of governance, compliance, risk management and corporate social responsibility (CSR).

That is why Guy Gundaker's thinking of sending Rotarians nurtured by Rotary into their industries to take on leadership roles there, is so important even today.

In short, the betterment of our industry has been, and continues to be, a duty of Rotarians, and an important opportunity for service.

【3】 The duties of a Rotarian as a member of the community~~~~~

Guy Gundaker described the duties of a Rotarian as a member of the community as follows :

Rotary is a training ground to develop its members into better citizens.

That is why trained each Rotarian must actively contribute to the community through valuable service. (→ p16)

The duties of a Rotarian as a member of the community
= The various contributions to the development of the community
as a good citizen who grew up in Rotary
= "Community Service" in modern Rotary

This means living a life worthy of "the ideals of Rotary" in the community.

Guy Gundaker pointed out that the best place for Rotarians to practice the spirit of service, "doing something for others", is at home. It goes without saying that the love of family allows us to serve our families wholeheartedly. For this reason, Guy emphasized as follows :

It is important for all good Rotarians to extend the love of family to the club, business, community, state, country and society as a whole. (→p16)

In other words,

**Be a good family person ! Be a good professional ! Be a good citizen !
Be a good Rotarian !**

This is also one of the characteristics of Guy Gundaker's view of Rotary.

Needless to say, to be a good citizen, one must have a variety of knowledge and information about the town where one lives. Guy Gundaker noted that such knowledge and information should be gathered individually, but should also be shared at club meetings. (→p34)

Guy Gundaker then stated as follows :

All Rotarians should have a proper knowledge of, a strong interest in, and a deep attachment to the community in which they live. Furthermore, as a citizen, each Rotarian should be a member of charitable, benevolent or public organizations. Any Rotarian can be an active and effective member of the organization and will be willing to contribute financially when needed. In short,

"It is the service that a Rotarian do as a good citizen that is of great value !"



Guy Gundaker believed that Rotary should actively contribute to the community through the activities as individual Rotarians or as members of organizations to which Rotarians belong, such as trade associations or public interest groups, rather than through the collective activities of a Rotary club. (→p16)

As already pointed out, this view of Guy Gundaker is also strongly reflected in section 6 of Resolution 23-34, adopted in 1923, the so-called "Guidelines for Community Service Activities". (→p16-17)

The Rotarian's Duties (summary)

【1】 The duties of a Rotarian as a club member

**(meeting attendance, personal development,
developing other members to be better Rotarians, club development)**

To attend regular meetings and deepen fellowship and learning through interactions (confabulating, exchanging ideas, sharing information, and having discussions), and to cooperate with each other so that all members can become "worthy and true Rotarians", leading to the improvement of business and the development of society. (Grow Rotarians & Enjoy Rotary)

【2】 The duties of a Rotarian as a vocational person

1) The duties of a Rotarian as a business owner

To learn the high ethical standards in business and the various principles of service preached by Rotary and to put them into practice in their business lives. These are the ideals of Rotary that lead to being a "worthy and true Rotarian".

* To wear the Rotary emblem as a symbol of trust, integrity, and service.

* To instill in all employees the spirit of service as a business owner.

2) The duties of a Rotarian as an industry representative

To promote high ethical standards and various principles of service in the business community and to contribute to its development, as a representative (an ambassador) from Rotary.

* Contributing to the improvement and development of one's industry is the greatest opportunity for Rotarians to serve.

* Strengthening and improving the governance, compliance, risk management and corporate social responsibility (CSR) of companies in the industry.

【3】 The duties of a Rotarian as a member of the community

(Community Service in modern Rotary)

Contribution to community development, as a good citizen who grew up in Rotary

* Have a proper knowledge of, a strong interest in and a deep attachment to the community as a member of business and civic organizations.

* Extend the love of family to the club, business, community, state, country and society as a whole.

* It is the service that Rotarians perform as citizens that is of great value.

* Be a good citizen ! Be a good Rotarian !

Briefly stated the above, Rotary is a movement for the betterment of ourselves, our businesses, our industry, and society as a whole. (→p11)

That is why Rotarians have a mission to be committed to valuable service (action that improves and develops) in a variety of situations and circumstances throughout society. (→p19)



In the essence, Guy Gundaker believed that "the ideals of Rotary" are the duties of a Rotarian that he or she learns in Rotary and puts into practice in all aspects and areas of daily life, including personal, business and social life. (→ p45)

Therefore, Guy Gundaker emphasized that all Rotarians must wear the Rotary emblem at all times as a symbol of integrity, trust, and service. (→ p24)

Hence the following statement : **We are Rotarians anytime, anywhere !**

4. The Togetherness and Coziness of a Rotary Club

Fostering a sense of togetherness in a club requires preparedness, passion, and leadership of the club president. On this basis, the president must place special emphasis on the following two things.

*** Inspiring presidential addresses**

*** Attractive and valuable meetings full of fellowship, learning, growth and service**

The former, inspiring presidential addresses will raise members' morale as a Rotarian, foster trust and respect for the president, and bring vitality and togetherness to the club. (→ p30-31)

Regarding the latter, the interaction among members (confabulating, exchanging opinions, sharing information, and having discussions) at regular meetings is important, but it is also essential to have a meeting program that is appropriate for fellowship and learning. The following two are especially important because they give members the opportunity to share their views about Rotary :

*** Member speeches** (→ p31)

*** Club forums** (→ p35)

These two programs will help build a sense of togetherness among club members by providing an opportunity to deepen trust, respect, and camaraderie.

Guy Gundaker stated that the following should be emphasized as plans and events that foster a sense of togetherness in the club.

- **Singing Rotary songs**
- **Meaningful guest lectures**
- **Easy-to-understand Rotary training and discussion sessions**
- **Recognizing and celebrating members (years of attendance, birthdays, anniversaries, etc.)**

In addition to the above, a modern Rotary club would also favor the following projects and events :

- **Choral recitation and explanation of "The Object of Rotary", "The Four-Way Test", etc.**
- **Introducing the contents of "Smile-Box-Deposit"**
- **Presenting articles from "the Rotary official magazine" and "the Governor's Monthly Letter"**



In addition, because many Rotarians are busy, the order of events and time allotments must be considered to ensure that regular meetings begin and end on time. To this end, membership cooperation is also essential to ensure that meetings run smoothly.

Another important aspect is to ensure that new members and visitors (make-up, special guests, etc.) do not feel alienated at the meeting place. For example,

- **Each member should talk to, chat with, and give advice to new members and visitors.**
- **Visitors should be escorted to their designated table and made to feel welcome by SAA and any other members who notice them.**
- **Visitors should be responded to with a welcoming "Smile-Box-Deposit".**

These should be done by examples, especially by club leaders and veteran members.

It is also important to respect the compliance requirements of the meeting. Guy Gundaker noted that each member should maintain the dignity of the meeting, citing the following two rules. (→ p10)

- **Rotary meetings must never rely for enthusiasm on the false exhilaration of liquor.**
- **No unworthy jest should be told by speakers at Rotary gatherings.**

I would like to believe that all of the above-mentioned have been repeated by past presidents and veteran members. And I hope that they have already become a part of the club culture.

Although not mentioned by Guy Gundaker himself, in terms of club togetherness, Rotary meetings should also be a place of relaxation, rest, calm, cheerfulness and good fun. Of course, it is also necessary to have fun gatherings with food and drink from time to time.

In short, it should also be a cozy club where members feel at home and warm their hearts. In such a club, it is natural for members to talk about Rotary in their interactions (confabulating, exchanging opinions, sharing information, and having discussions). (→ p13, 29, 38)

Guy Gundaker believed that interaction among members was "what a Rotary club should be about". It goes without saying that even today, clubs need to be managed in such a way that fosters friendships, not only through meeting programs, but also through devices and considerations that encourage good relations and caring among members.

● Proper understanding and practice of "Club Service"

The two most important things to consider in club service are the following. (→ p47-49)

- **the attractive and valuable club administration by club leaders, especially club president**
- **The positive actions with fellowship and integrity of each member within the club**
(Specifically, each member should not only contribute to the successful administration of the club, but also help each other and grow together in camaraderie.)

Therefore, the togetherness of the club will be strengthened if all club members understand the above, and especially if they put into practice the following :

- **"Holding regular meetings that every member is happy to attend" by the club president**
- **"Meeting attendance, personal development, developing other members to be better Rotarians, and club development" by general members**

Important points for fostering a sense of togetherness and coziness in the club (summary)

~ Club management that fosters friendships among members ~

- * Preparedness, passion and leadership of the club president
- * Inspiring presidential addresses
- * Attractive and valuable meeting full of fellowship, learning, growth and service
(Regular meetings to be a place of relaxation, rest, calmness, cheerfulness and good fun)
 - Interaction with other members (confabulating, exchanging opinions, sharing information, and having discussions)
 - Member speeches, club formals
 - Ingenuity and thoughtfulness in planning and events at regular meetings
Singing Rotary songs, choral recitation, meaningful guest lectures, valuable Rotary training and discussions, awards, introducing the contents of the Smile-Box-Deposit, Presenting articles from the Rotary official magazine and the Governor's Monthly Letter
 - Time allocation and punctuality of the meeting schedule
 - Design and care not to make new members and visitors feel alienated
 - The dignity of the meeting maintained in accordance with the meeting rules
 - Fun gatherings with food and drink

* Proper understanding and practice of Club Service

- The club president prepares regular meetings that all members are happy to attend.
- The club members strive for "Meeting attendance, personal development, developing other members to be better Rotarians, and club development".

5. Guy Gundaker's Vision of "The ideals of Rotary"

【1】 The Meaning of "The Ideals of Rotary" ~~~~~

Guy Gundaker's vision of "the ideals of Rotary" may be best understood as follows :

The ideals of Rotary are the way of a Rotarian's daily life, i.e., "the way of life full of service", which should be applied to all aspects of his or her personal life, Rotary activities, business activities, and community activities. Specifically, it includes the following.

● The ideals of Rotary

The ideals of Rotary, as emphasized by Guy Gundaker, are the following duties (activities) that each Rotarian should practice in his or her personal, business, and social life while learning and acquiring them in Rotary.

- The duties of a Rotarian as a club member (→ p37-38)
- The duties of a Rotarians as a vocational person (→ p39-41)
- The duties of a Rotarian as a member of the community (→ p41-42)

Doing so will lead to the next two.

- The betterment of the member's club, business, industry as a whole
- The betterment of the member's home, town, state, country and society as a whole.

In short, it is the mission of a "worthy and true Rotarian" to live up to "the ideals of Rotary".

【2】 "The Ideals of Rotary" and "The Object of Rotary" ~~~~~

1) The Object of Rotary (First)

It goes without saying that "the current Object of Rotary" (First) is one of the duties of Rotarians as club members in Guy Gundaker's "the ideals of Rotary".

● Current : The Object of Rotary (First)

1. The development of acquaintance as an opportunity for service ;



2) The Object of Rotary (Second)

The Object of Rotary Club #, adopted at the 1912 convention in Duluth, Minnesota, USA, was groundbreaking in that it was the first to use terms such as "service", "professional ethics", and "the public welfare". So much so that Guy Gundaker's view of Rotary, as described in "A Talking Knowledge of Rotary" in 1916, largely reflected these ideas.

In fact, his emphasis on "ethical standards and dignity in business and professions" as one of "the ideals of Rotary" was derived from the First and Second Object of Rotary Club # of 1912. As shown below, these two are the original form of "the current Object of Rotary" (Second).

● Adopted 1912 : The Objects of Rotary Club # (First and Second)

1. To promote the recognition of the worthiness of all legitimate occupations, and to dignify each member's occupation as affording him an opportunity to serve society.
2. To encourage high ethical standards in business and professions.

● Current : The Object of Rotary (Second)

2. 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 ;

(# Collected in the Constitution of Rotary Club adopted in 1912)

3) "The Ideal of Service". and the Object of Rotary (Third)

The first official Rotary document to mention "the ideal of service" was the 1918 Object of the International Association of Rotary Clubs (3 (b)), two years after the publication of "A Talking Knowledge of Rotary", in the following words :

The ideal of SERVICE as the basis of all worthy enterprise

As you know, this is also the phrase used at the beginning of "the current Object of Rotary".

"The ideal of SERVICE" that came out in 1918 seems to have originated with Guy Gundaker's noble thought that "if Rotarians learn, acquire, and practice 'the ideals of Rotary' in all aspects and areas of their daily lives - personal, business, and social - they will improve not only their clubs, businesses, and industries, but also the member's home, town, state, country, and society".

Evidence of this was the notion of "the ideals of Rotary", which was reflected in the preface to Resolution 23-34, as amended in 1926 (Resolution 23-34 itself was adopted in 1923), as the term "the ideal of service".

● **Resolution 23-34 : the preface** (amended in 1926)

In Rotary, **Community Service** is to encourage and foster the application of the ideal of service in each Rotarian's personal, business, and community life. (Omitted below)

Note that the above was adopted before 1927, so "Community Service" here means service in various situations and circumstances throughout society, which is different from the modern term "community service" (= local community service). (→ p18)

And the preface to Resolution 23-34 above (1926 revision) without the words "Community Service", is "the current Object of Rotary" (Third).

● **Current : The Object of Rotary (Third)**

3. The application of the ideal of service in each Rotarian's personal, business, and community life ;

It should be noted that some people think that "the current Object of Rotary" (Third) describes Rotary's "Community Service", but this is not true. Because Rotary's current term "Community Service" is a term that refers to local community service.

This is because the current Rotary term "Community Service" refers to local community service, and it is a contradiction to include "Vocational Service", which is "putting the ideal of service into practice in one's business life", in that local community service.

As an aside, what if we add "the duties of a Rotarian as a global citizen" to the three duties of a Rotarian as stated in Guy Gundaker's "the ideals of Rotary" ? In short, add "International Service". Then Guy Gundaker's "the ideals of Rotary" would be exactly the same as "the ideal of service" itself, which is also consistent with "the current Object of Rotary".

* The origin of Rotary's "the ideal of service" = Guy Gundaker's "the ideals of Rotary"
* Guy Gundaker's "the ideals of Rotary" + the duties of a Rotarian as a global citizen
= "the ideal of service" in concrete = "the current Object of Rotary"

6. Contemporary Significance of Guy Gundaker

【1】“Club Service” and Guy Gundaker ~~~~~

1) The term "Club Service" as defined in "The Aims and Objects Plan" (→ p18)

The term "Club Service" has been used in Rotary history since the 1927 convention in Ostend, Belgium, when "The Aims and Objects Plan" was adopted, dividing the previous concept of general service into three categories : Club Service, Vocational Service, and Community Service.

Club Service as defined in "The Aims and Objects Plan"

"The Aims and Objects Plan (Pamphlet No. 3)", officially published by R I in 1931 as a commentary on "the Aims and Objects Plan", described two descriptions of Club Service as follows :

- **Individual Rotarian has a duty to the particular club of which he is a member.**
- **Each club has a responsibility toward the men who compose its membership.**

(The same entry can be found under "Club Service" in the 1932 Manual of Procedure.)

Both of the above are Guy Gundaker's view of Rotary. This is not surprising, since the Rotary textbook at the time was Guy Gundaker's "A Talking Knowledge of Rotary" (1916).

The former "Individual Rotarian has a duty to the particular club he is a member" refers to the following words of Guy Gundaker :

① **The duties of a Rotarians as a club member** (→ p37-38)

In fact, "the Aims and Objects Plan (Pamphlet No. 3)" stated that

"Club members must develop as Rotarians within the club.

This means not only improving themselves, but also contributing to the improvement of other members and to the growth and betterment of the club."

This means the positive actions filled with fellowship and integrity of each member within the club. Specifically, it means "meeting attendance, personal development, developing other members to be better Rotarians, and club development".



On the other hand, the latter "every club has a responsibility to its members" refers to the following words of Guy Gundaker :

② **The club leader's responsibility for Club Administration** (→ p25-36)

This means attractive and valuable club administration by club leaders, especially the club president. Therefore, the club president must take the initiative in leading the club (especially in running the meetings) with a focus on "Fellowship, Learning, Growth, and Service" in order to grow, support and increase "worthy and true Rotarians".

The most important, of course, is "holding regular meetings that every member is happy to attend". (Grow Rotarians & Enjoy Rotary)



In essence, club service is both ① and ② above, i.e., the cooperative efforts of club members and club leaders. (→ p44)

First definition of "Club Service" (summary)

- = The duties of a Rotarians as a club member
- + Club leader's responsibility for club administration

● Duties and Renaming of "Club Service Committee"

Article VIII-2 of the Model By-Laws for a Rotary Club of 1927 stated that

"This committee shall supervise and coordinate the activities of the Classifications, Membership, Program, Fellowship, and the Public Information Committees and such other committees as may be appointed on particular phases of Club Service."

In other words, this committee's role is club administration itself. Since then, its content has remained largely unchanged until the Recommended Rotary Club Bylaws of 2006.

As a matter of fact, with the full implementation of the Club Leadership Plan (CLP), the name "Club Service Committee" has been changed to "Club Administration Committee" in the 2007 Recommended Rotary Club Bylaws, and its duties were also amended to

"This committee shall conduct activities related to the effective operation of the club".

On second thought, the name "Club Service Committee" is misleading because it implies that this committee is responsible for all aspects of club service. Therefore, I believe it was appropriate to change the name of the committee to "Club Administration Committee".

2) Interpretation of "Club Service" in "the current Standard Rotary Club Constitution"

In 2007, "the Standard Rotary Club Constitution" clarified the four Avenues of Service and defined Club Service for the first time. Since then, the definition has remained unchanged.

● Current : Standard Rotary Club Constitution (Article 6 : Five Avenues of Service)

1. Club Service, the first Avenue of Service, involves action a member should take within this club to help it function successfully.

However, in the above statement, there is no explanation of "function of this club" and "action a member should take within this club", and specific details are not clear. At the very least, it would not make sense to new members.

As a follower of Guy Gundaker, I would like to believe that the former "function of this club" is effective club management to grow, support, and increase "worthy and true Rotarians". (→ p25)

From a modern perspective, however, it can also be understood as the effective fulfillment of the "purposes (of this club)" as stated in Article 3 of "the Standard Rotary Club Constitution".

● Current : Standard Rotary Club Constitution (Article 3 : purposes)

The purposes of this club are to :

- (a) pursue the Object of Rotary ;
- (b) carry out successful service projects based on the five Avenues of Service ;
- (c) contribute to the advancement of Rotary by strengthening membership ;
- (d) support The Rotary Foundation ; and
- (e) develop leaders beyond the club level.

On the other hand, the latter "action a member should take within this club" should be divided into the following two categories :

① The duties of a Rotarians as a club member (→ p37-38)

(the positive actions filled with fellowship and integrity of each member within the club)

② Club leader's responsibility for Club Administration (→ p25-36)

(the attractive and valuable club administration by club leaders.)

Therefore, Article 6.1 of "the current Standard Rotary Club Constitution" should be understood as follows :



The Proper Meaning of "Club Service" (summary)

Club Service involves both the positive actions with fellowship and integrity of each member to be taken within this club, and the attractive and valuable club administration by club leaders.
in order to grow, support, and increase "worthy and true Rotarians".
(or in order to achieve the club purposes.)

These days, some Rotarians seem to think that "Club Service = Club Administration". (→ p18)
However, since 1927, when the term "Club Service" was originated, it has meant the mutual duties and cooperative efforts of club members and leaders. (→ p44, 47)

Reference 7 : DEI and Toleration

DEI (Diversity, Equity, Inclusion) is a term often used today days to describe a symbiotic society or strategic organizational management. In general, it refers to "an organizational management or social system in which diverse human resources are treated equitably and in which such conditions are fully utilized and functioning".

In Rotary, too, clubs are encouraged to be flexible and sustainable with a club strategy and membership plan that addresses the needs and expectations of members, while incorporating DEI into club operations. In fact, the description of club service in My Rotary's Avenues of Service also mentions, in relation to DEI, that it is about "fostering member relationships, implementing an aggressive membership plan and building a vibrant club". In other words, DEI is an effective way to revitalize clubs.

It should not be forgotten that club service is a cooperative effort between club members and club leaders. To achieve a DEI-filled organization, it is necessary to ensure that the cooperation works well : "active action by club members filled with fellowship and integrity" and "attractive and valuable club administration by club leaders".

For an organization to be full of DEI, each member must also have the spirit of "Toleration". In Rotary, too, DEI-focused clubs can easily be revitalized when each member demonstrates the spirit of "Toleration". Above all, "Toleration" is the basis of social interaction. Of course, it must be part of the club's culture.

In this regard, it is truly interesting to note that Paul Percy Harris, the founder of Rotary, in his article "Rational Rotarianism" in the first issue of The National Rotarian (1911), stated that "Toleration is the most important factor in Rotary's development". More than 100 years later, this statement is still a gem.



In other words, DEI is neither new nor difficult. Now and then, Rotarians just need to be full of "fellowship, integrity, toleration and Rotary ambition".

【2】 "Vocational Service" and Guy Gundaker ~~~~~

1) The term "Vocational Service" as defined in "The Aims and Objects Plan" (→ p18)

The term "Vocational Service" has been used in Rotary history since 1927, as did "Club Service", when "The Aims and Objects Plan" was adopted at the convention in Ostend, Belgium.

Vocational Service as defined in "The Aims and Objects Plan"

"The Aims and Objects Plan (Pamphlet No. 3)", officially published by RI in 1931, states the following : **Vocational Service = Service in one's occupation**

"By Vocational Service is meant the active expression of the ideal of Service by the individual Rotarian in and through the profession, trade, or other group covered by his classification."

Furthermore, the duty of each Rotarian to contribute to the development of his or her industry was also emphasized.

The above is Guy Gundaker's view of Rotary itself, which can be understood as follows :

Vocational Service = Service in one's occupation

= Practicing the ideal of service in all areas related to one's vocation.

= The duties of a Rotarian as a business owner

+ The duties of a Rotarian as an industry representative

= The duties of a Rotarian as a vocational person

In addition, "The Aims and Objects Plan (Pamphlet No. 3)" emphasized the importance of Vocational Service in Rotary as follows :

"The six objects of Rotary (adopted at the Los Angeles Convention in 1922) relate so largely to Vocational Service as to make it appear that Vocational Service is the major part of the program of Rotary."

It is not surprising, then, that the concept of Vocational Service became the mainstream and foundation of Rotary in subsequent years. In fact, until at least the second half of the 20th century, many Rotarians believed that "to learn Vocational Service is to learn the spirit of Rotary". (→ p39).

Of course, even today, there is no question about the importance of Vocational Service as a way to foster the spirit of Rotary. However, many now believe as follows :

- Vocational Service is important in Rotary, but it is not the foundation of Rotary.
- The foundation of Rotary is "the ideal of service".

● Specific Practices of Vocational Service until the second half of the 20th century

As for specific practices of Vocational Service, "The Aims and Objects Plan (Pamphlet No.3)" strongly advocated that the following should be promoted :

ethics in work and business dealings, consideration for customers and business partners, employee happiness, business prosperity, the development of the industry and society

These were emphasized until the second half of the 20th century and, of course, should not be neglected even today.

Many people may therefore sympathize or agree with the use of the word "vocation" rather than "occupation" in the term Vocational Service.



● Club's Vocational Service Committee until the second half of the 20th century

① The duties of a club's vocational service committee

This committee's duties were specified at the time in Article VIII, Section 3, of Model Club By-Laws for a Rotary Club as follows :

"This committee shall devise and carry into effect plans which will guide and assist the members of the club in discharging their responsibilities in their vocational relationships and in improving the general standards of practice in their respective vocations."

This remained the same until the 2006 Recommended Rotary Club Bylaws.

② The Specific activities (programs) of a club's vocational service committee

This committee's activities (programs) were specified in "The Aims and Objects Plan (Pamphlet No.3) " of 1931 stated as follows :

"This committee should discuss vocational service issues in the club and to encourage the study, development, and practice of vocational service.

Through these programs, this committee should also provide club members with opportunities for personal growth, business success, respect from others, self-esteem, and the satisfaction of having made contributions to society."

I believe that these things are also consistent with Guy Gundaker's view of Rotary.

However, in 1987, as explained in the next section, an addition was made to the previous description of Vocational Service.

2) "Contributions to Society through Vocational Skills and Talents" added to the previous Vocational Service

At the R I Board meeting in November 2004, the Club Leadership Plan (CLP) was decided upon to strengthen Rotary clubs. In addition, with the full introduction of CLP, the long-standing description of the club's "Committee Duties" in the Recommended Rotary Club Bylaws was removed from 2007. Furthermore, "the 2007 Standard Rotary Club Constitution" clearly stated the Four Avenues of Service for the first time.

● Vocational Service in the Standard Rotary Club Constitution

* 2007 Standard Rotary Club Constitution Article 5: Four Avenues of Service

2. Vocational Service, the second Avenue of Service, has the purpose of promoting high ethical standards in businesses and professions, recognizing the worthiness of all dignified occupations, and fostering the ideal of service in the pursuit of all vocations. The role of members includes conducting themselves and their businesses in accordance with Rotary's principles.

* 2010 Standard Rotary Club Constitution Article 5: Five Avenues of Service

2. (Contents are the same as the 2007 sentences)

* 2016 Standard Rotary Club Constitution Article 6: Five Avenues of Service

2. Vocational Service, the second Avenue of Service, has the purpose of promoting high ethical standards in businesses and professions, recognizing the worthiness of all dignified occupations, and fostering the ideal of service in the pursuit of all vocations. The role of members includes conducting themselves and their businesses in accordance with Rotary's principles and lending their vocational skills to club-developed projects in order to address the issues and needs of society.

Notably, Article 6-2, Vocational Service, of the Standard Rotaract Club Constitution, as revised in 2016, added the phrase "and lending their vocational skills to club-developed projects in order to address the issues and needs of society".

However, its phrase did not come out of a sudden. In fact, it was already mentioned in "the 1987 Statement on Vocational Service".

● 1987 Statement on Vocational Service

Vocational Service is the way Rotary fosters and supports the application of the ideal of service in the pursuit of all vocations. Inherent in the Vocational Service ideal are :

1. adherence to, and promotion of, the highest ethical standards in all occupations, including faithfulness and fidelity to employers, employees, and associates, fair treatment of them and of competitors, the public, and all those with whom one has any business or professional relationships ;
2. the recognition of the worthiness to society of all useful occupations, not just one's own or those which are pursued by Rotarians ;
3. the contribution of one's vocation talents to the problems and needs of society ;

(Omitted below)

This statement takes the form of the pre-1987 Vocational Service (1 and 2 above) with the addition of "3. the contribution of one's vocation talents to the problems and needs of society".

In addition, this phrase was later used in the following statements :

- 1989 Declaration for Rotarians in Businesses and Professions
- 2011 Rotary Code of Conduct
- 2014 Rotary Code of Conduct (Revised)
- 2014 Rotarian Code of Conduct
- 2016 Rotarian Code of Conduct (Revised)
- 2016 Standard Rotary Club Constitution (Article 6-2)

In other words, R I has strongly promoted "contributing to society through vocational skills and talents" as one of the Vocational Service activities since 1987. In Rotary today, a club's Vocational Service committee has a new responsibility to develop and implement projects that reflect its members' contributions to society through their vocational skills and talents. This is now the primary activity of Vocational Service committees worldwide.

● Consider the following two service activities

- ① Rotarian business owners give a career talk at a junior high school.
- ② Rotarian carpenters build wooden tables and donate them to parks or nursing homes.

For veteran Rotarians, ① would be Youth Service and ② would be Community Service. In modern Rotary, however, both ① and ② are Vocational Service. This is because ① and ② correspond to "contributing to society through vocational skills and talents".

Veteran Rotarians may be confused, but I would like you to consider the following :

- ① and ② are service activities that Rotarians, as professionals, can perform well.
- The important thing is not the coloring or distinction of service, but the practice of service itself.

I would like to emphasize that the addition of "contributing to society through vocational skills and talents" to the definition of Vocational Service does not change or negate the spirit and meaning of traditional Vocational Service.

Rather, it should be understood that making a more fulfilling and valuable contribution to society through the use of vocational skills and talents is a natural service for a Rotarian in vocation, just as are "the duties of a Rotarian as a business owner" and "the duties of a Rotarian as an industry representative".

● **How has Vocational Service been described in "My Rotary" ?**

My Rotary "Avenues of Service" used to include the following description of Vocational Service.

"Vocational Service encourages Rotarians to serve others through their professions and to practice high ethical standards."

This was the practice of "the ideal of service" in all areas related to one's vocation, or, more simply, "the duties of a Rotarian as a vocational person".

However, the content now includes an additional "contribution to society through vocational skills and talents" to the above.

"Vocational Service calls on every Rotarian to work with integrity and contribute their expertise to the problems and needs of society."

I would like to emphasize that this is also "the duties of a Rotarian as a vocational person".

In any case, the most important thing in Rotary, now and in the past, is to learn the ideal of service and to put it into practice in various situations and circumstances. This is precisely Guy Gundaker's view of Rotary, which is summed up in the following words :

"We are Rotarians anytime, anywhere !" (→ p18, 42)

That's why we wear the Rotary emblem as a sign of its commitment. (→ p24)

Therefore, the addition of "the contribution to society through vocational skills and talents" to the traditional Vocational Service does not change the fact that we are fulfilling "the duties of a Rotarian as a vocational person" anytime, anywhere.

Vocational Service in the 20th and 21st centuries (summary)

Rotary's Vocational Service in the 20th century, since the adoption of "The Aims and Objects Plan" in 1927, can be summarized as follows :

● **Vocational Service in the 20th century (1927-1987 to be precise)**

Vocational Service

- = The duties of a Rotarian as a business owner
- + The duties of a Rotarian as an industry representative
- = Practicing "the ideal of service" in all areas related to one's vocation
- = The duties of a Rotarian as a vocational person

Since the "1987 Statement on Vocational Service" was formulated, Vocational Service has added "the contribution to society through vocational skills and talents". Vocational Service in the 21st century can therefore be summarized as follows :

● **Vocational Service in the 21st century (1987 - present to be precise)**

Vocational Service

- = The duties of a Rotarian as a business owner
- + The duties of a Rotarian as an industry representative
- + The contribution to society through vocational skills and talents
(e.g., member participation in club Vocational Service Committee projects)
- = Practicing "the ideal of service" in all areas related to one's vocation
- = The duties of a Rotarian as a vocational person

Reference 8 : The Forest of Vocational Service

We have often heard that "Vocational Service is difficult to understand". There are many reasons for this, but one major reason is that senior Rotary leaders' descriptions of Vocational Service vary considerably from person to person.

For example, some describe Vocational Service as "the essence of vocational ethics", while others say it is "contributing to society through one's vocation", "the very idea of Arthur Frederick Sheldon", or "noble work as a calling". Still others cite "The Four-Way Test", "The Rotary Code of Ethics for Business Men of All Trades". or "The Standard Rotary Club Constitution (Article 6-2)".

Understandably, this can be confusing for those listening. A common trait of these senior Rotarians is that they explain Vocational Service as if it were one big tree.

In my opinion, however, Vocational Service is not one big tree, but rather a forest.

In a forest, trees grow in different places, some high, some low, some sunny, and some not so sunny. They also affect each other. Therefore, explaining only the trees that grow in high places does not tell the whole story of the forest.

Similarly, there have undoubtedly been many different ways of thinking about Vocational Service throughout history. In other words, in the forest of Vocational Service, there are many different trees growing and influencing each other. Therefore, we can only properly understand Vocational Service when we consider all the trees growing in the forest.

So what trees are growing in "the Forest of Vocational Service"? I believe that the forest is made up of five groups of trees, two of which are the service principles (②③) of A F Sheldon, as shown below :



① Vocational ethics

Vocational ethics bring respect, trust and success in the business world.

② Service to society by doing something related to the occupation (A F Sheldon)

Service to customers, business partners, employees, industry, community, etc.

③ Best business methods for customer acquisition (A F Sheldon)

Businesses develop by best identifying and best fulfilling the needs of their customers.

④ Occupation = Vocation, Calling

A noble occupation to be proud of and respected.

⑤ Contribution to society through vocational skills and talents

For example, the content of "the Standard Rotary Club Constitution (Article 6-2)", as well as "The Aims and Objects Plan (Pamphlet No. 3)" in 1931, which states that "the fostering of high ethical standards in business and commerce", "the care of customers and suppliers", "the well-being of employees", "the prosperity of business", and "the development of industry and society" also correspond to any of the above groups of trees.

Of course, the last group of trees that has grown up (since 1987) is the "⑤ Contribution to society through the profession".

In any case, "the Forest of Vocational Service (all of ① through ⑤)" is summarized in the duties of a Rotarian as a vocational person. (→ p53)

【3】 "Membership Growth" and Guy Gundaker ~~~~~

● Rotary in the 21st century with so many members leaving after a few years of membership

Rotary membership grew steadily throughout the second half of the 20th century. However, membership has hovered around 1.2 million since the beginning of the 21st century. During the first two decades of the 21st century, millions of people have joined Rotary and millions have left Rotary. About 30 % of those who have left Rotary have been members for two years or less, and about 70 % have been members for five years or less.

To cite the recent figures, in the year from July 2019 to the end of June 2020, there were approximately 144,000 Rotary initiations and 174,000 terminations worldwide. Of those who terminated their membership, approximately 50,000 were members within the first two years of membership and approximately 118,000 were within the first five years.

In short, there are so many members who join Rotary but leave within a few years. This is a major characteristic of Rotary in the 21st century. Is it because service activity is not enough ? Or is it because Rotary's public image is not strong enough ? I don't think so.

The current qualifications for Rotary club membership are, simply put, adults who are professional or community leaders with a good reputation and a willingness to serve. (→ p6)

In addition to these membership requirements, the recent RI slogan, "A Diverse and Active Club" should also be considered. Specifically, the slogan encourages people from diverse backgrounds to experience Rotary, stating that the diversity of people in the community brings fresh perspectives and ideas to our clubs, and enhances our club presence. (→ p27)

So how do we ensure that those who deserve this slogan and meet the above qualifications for membership do not leave within a few years of joining ? In short, what are the conditions for remaining a member long after joining ?

1) What should Rotary clubs keep in mind when recruiting members ?

Perhaps the most important aspect of membership recruitment is determining whether diverse prospective members in the community will share Rotary's attraction and values, and whether each of them will remain enthusiastic about being a Rotarian after joining. However, this is no easy task. Because the overall judgment must be based on the prospective member's daily behavior, friendships, personality, preferences, values, and so on. Occasionally, the opinion of a Rotarian who knows the prospective member well can be helpful. Above all, remember to recruit persons of high integrity who are worthy of being Rotarians. (→ p27)

On the other hand, we must never mislead prospective members into believing that they can become "worthy and true Rotarians" after joining Rotary simply by donating to or participating in service projects recommended by Rotary International. If they find the invitation to be misleading in any of the ways described above, they will resign their membership sooner or later. In addition, members who are disappointed and leave Rotary because they do not find it attractive or valuable will never speak well of Rotary. As a result, Rotary's public image may be tarnished and weakened. It can also be demoralizing and demotivating to existing members.

2) What should Rotary clubs keep in mind on a regular basis ?

Let's consider what "Rotarians who have actually been in the club for more than 10 years" have in common. As I look at the many Rotary friends in my own RC Sagae, my district, and beyond, I see the following four things in common :

- ① People who are of integrity and sociability in character.
- ② People who take pleasure and pride in contributing to the development of business, industry, community and society.
- ③ People who are aware of and committed to growing as Rotarians (Grow Rotarians)
- ④ People who enjoy their time and the world of Rotary (Enjoy Rotary)

Surprisingly, they all fit Guy Gundaker's view of Rotary.

① and ② are common to the current qualifications for Rotary club membership. (see p. 6). Therefore, I believe that competent people who find both ③ and ④ attractive and valuable will be able to become "worthy and true Rotarians" without leaving the club.

● Rotary clubs that value Club Service to "Grow Rotarians" and "Enjoy Rotary"

However, even if such competent people join Rotary, they will leave if the club is not attractive and valuable. That is why "Club Service" filled with ③ "Grow Rotarians" and ④ "Enjoy Rotary" is so important. (→ p47-49)

It is also necessary to be a club in which each member can confidently answer questions such as "What is Rotary ? ", "What is Rotary's attraction and value ? ", and "Why do we need membership ? " For this reason, member speeches and Rotary training (especially club forums) at meetings are very important. In fact, it is only in these clubs that "fellowship and learning" are fostered, "worthy and true Rotarians" grow, and fellow members (especially new members) are warmly welcomed. In short, a sense of togetherness and coziness in the club is also important. (→ p43-44)

DEI (Diversity, Equity, Inclusion), is another effective way to ensure fellowship among members of diverse backgrounds and to create vibrant clubs. To this end, the spirit of "Toleration" that Rotary founder Paul Percy Harris emphasized more than 100 years ago and that Rotary has long cherished must be part of the club culture. (→ p49)

Requirements for membership growth and retention after joining (summary)

Under the preparedness, passion, and leadership of the club president,

- * The recruitment of persons of high integrity worthy of being Rotarians from diverse fields.
- * Rotary clubs that value Club Service to "Grow Rotarians" and "Enjoy Rotary"
 - Positive actions by club members in fellowship and integrity through "meeting attendance, personal development, developing other members to be better Rotarians, and club development".
 - The attractive and valuable club administration by club leaders that focuses on "Fellowship, Learning, Growth, and Service" and holds regular meetings that every member is happy to attend.
 - The club in which each member understands Rotary's values and membership growth.
 - The club with enough togetherness and coziness.
 - The club with a culture of "Toleration" that promotes DEI.

【4】 "Rotary Today" and Guy Gundaker ~~~~~

Now, for those of you who have read this commentary so far, let me ask you this :

Was Guy Gundaker's view of Rotary as described in "A Talking Knowledge of Rotary"
more than 100 years ago, really outdated and unhelpful ?

Rather, I believe it is a brilliant and valuable legacy of Rotary that still shines brightly today.

- The Object of Rotary that we Rotarians seek to achieve has much in common with Guy Gundaker's view of Rotary. (→ p45-46)
- The responsibilities of Rotary clubs and the duties of Rotarians as described by Guy Gundaker are the backbone of today's Club Service, Vocational Service, and Community Service. (→ p25-42)
- Even the Core Values (fellowship, integrity, diversity, service, and leadership) emphasized in modern Rotary were already emphasized by Guy Gundaker.
- Rotary's vision statement, "Together, we see a world where people unite and take action to create lasting change—across the globe, in our communities, and in ourselves" can be summed up in four terms : world development, community development, personal development, and fellowship. These four terms are also consistent with Guy Gundaker's view of Rotary.
- The slogan, "**ENTER TO LEARN GO FORTH TO SERVE**" which has hung at the entrance to the International Assembly since 1949, has been changed to "**JOIN LEADERS, EXCHANGE IDEAS, TAKE ACTION**" since 2014.
Both slogans are consistent with Guy Gundaker's view of Rotary.



All of these things convince us that the value of Guy Gundaker's view of Rotary should be highly valued even in Rotary today.

On the other hand, Guy Gundaker's following view of Rotary is not clearly mentioned in today's Rotary constitutional documents or slogans.



- ① Rotary clubs have a responsibility to hold attractive and valuable meetings.
- ② Rotarians are ambassadors sent by Rotary to their respective industries.
- ③ All Rotary service is the obligation of Rotary clubs and Rotarians.
- ④ The profits of Rotarians are the personal growth and enrichment of their lives.
- ⑤ The ultimate goal of Rotary is to grow, support, and increase "worthy and true Rotarians".

However, I personally sympathize with all of the above ① through ⑤, and I think that all of them should be also emphasized in Rotary in the 21st century.

In particular, I believe that ①, ④, and ⑤ should be strongly emphasized.



Now, R I 's recent efforts have focused on the following five areas :

- 1 . Improving Public Image
2. Polio Eradication
3. Rotary Foundation Service Projects
4. Membership Growth and Club Extension
5. World Peace.



These are exactly what R I is currently endeavoring to "Grow Rotary".

So, what will it take for Rotary to achieve the above five goals ?

People may have different opinions, but as a devotee of Guy Gundaker, I believe that

Rotary clubs need to be full of "Grow Rotarians" and "Enjoy Rotary".

The details are summarized below. The reasons for this have already been discussed in the previous sections. (→ p55-56)

- (1) The club president's preparedness, passion, and leadership
- (2) The club with members of high integrity worthy of being Rotarians from diverse fields
- (3) The club whose members are active in fellowship and integrity through meeting attendance, personal development, developing other members to be better Rotarians, and club development
- (4) The club that holds regular meetings that every member is happy to attend, with an attractive and valuable club administration that is focused on fellowship, learning, growth and service
- (5) The club in which each member understands Rotary's values and membership growth
- (6) The club with enough togetherness and coziness
- (7) The club with a culture of "Toleration" that promotes DEI. (Diversity, Equity, Inclusion)

In Rotary clubs that adequately fulfil (1) through (7) above,

new members will not drop out and will grow up to be "worthy and true Rotarians". (→ p56)

As Guy Gundaker said, the more "worthy and true Rotarians" there are, the better the world will be. This will naturally bring us closer to achieving the five Grow Rotary goals that R I has identified as important.

In short, as follows :

Guy Gundaker's view of Rotary is also important to "Grow Rotary" in the 21st century.

The key words for "Grow Rotary" are "Grow Rotarians" and "Enjoy Rotary".



Here are once again some gems from Guy Gundaker's view of Rotary.

- The ultimate goal of Rotary is to grow, support and increase "worthy and true Rotarians".
- The more "worthy and true Rotarians" there are, the better the world will be.
- If efforts to increase the number of "worthy and true Rotarians" are insufficient, "Grow Rotary" cannot be achieved.

It is truly an old but new Guy Gundaker's view of Rotary.

I really like Guy Gundaker. And I really like Rotary.



7. What is Rotary ?

In this section, we will consider the description of Rotary. Historically, the following two sentences must be mentioned first.

The Definition of Rotary (1)

- ① Fundamentally, Rotary is a philosophy of life that undertakes to reconcile the ever present conflict between the desire to profit for one's self and the duty and consequent impulse to serve others. This philosophy is the philosophy of service — "Service Above Self" — and is based on the practical ethical principle that "One Profits Most Who Serves Best."
~ (1) of Resolution 23-34 adopted in 1923~

- ② Rotary is an organization of business and professional leaders united worldwide who provide humanitarian service, encourage high ethical standards in all vocations, and help build goodwill and peace in the world.
~ RI Board decision in 1976 ~

I myself use the above two types of information in my speeches as follows :

- ① above is "Explanation for members" as Rotary information
- ② above is "Explanation for the general public" as Rotary public relations

However, for those of you who have learned about Guy Gundaker's view of Rotary, descriptions ① and ② above may not be satisfactory. This is because they do not include "Fellowship" and "Learning" which Guy Gundaker regarded as important as "the base of Rotary". (→ p9)

Here are Guy Gundaker's thoughts on what Rotary should be.

Guy Gundaker's thoughts on what Rotary should be

In a Rotary club, it is "a place for fellowship and learning".

In Rotarians, it is "a place for the betterment of their humanity".

In vocations, it is "a movement for the betterment and advancement of business and industry".

In the world, it is "a movement for the betterment of the world".

The ultimate goal of Rotary is to grow, support, and increase "worthy and true Rotarians".

Guy Gundaker's essential view of Rotary was as follows :

Rotary clubs should be managed on the principles of fellowship, learning, growth, and service. (Grow Rotarians & Enjoy Rotary). Therefore, he believed that growing, supporting and increasing "worthy and true Rotarians" would lead to the development of Rotary (Grow Rotary) and the betterment of society. (→ p5, 25, 60)

So much so that if Guy Gundaker were alive today, he would define modern Rotary as follows.

The Definition of Rotary (2)

Rotary is a worldwide organization of diverse business, professional, and community leaders who, through the growth, support, and increase of "worthy and true Rotarians" with the spirit and practice of service, strive for fellowship, learning, toleration, integrity, personal development, business and industry advancement, and contribute to the achievement of happiness in their homes, clubs, workplaces, communities, and the world.

(My own document based on Guy Gundaker's view of Rotary and taking into account recent RI policies)

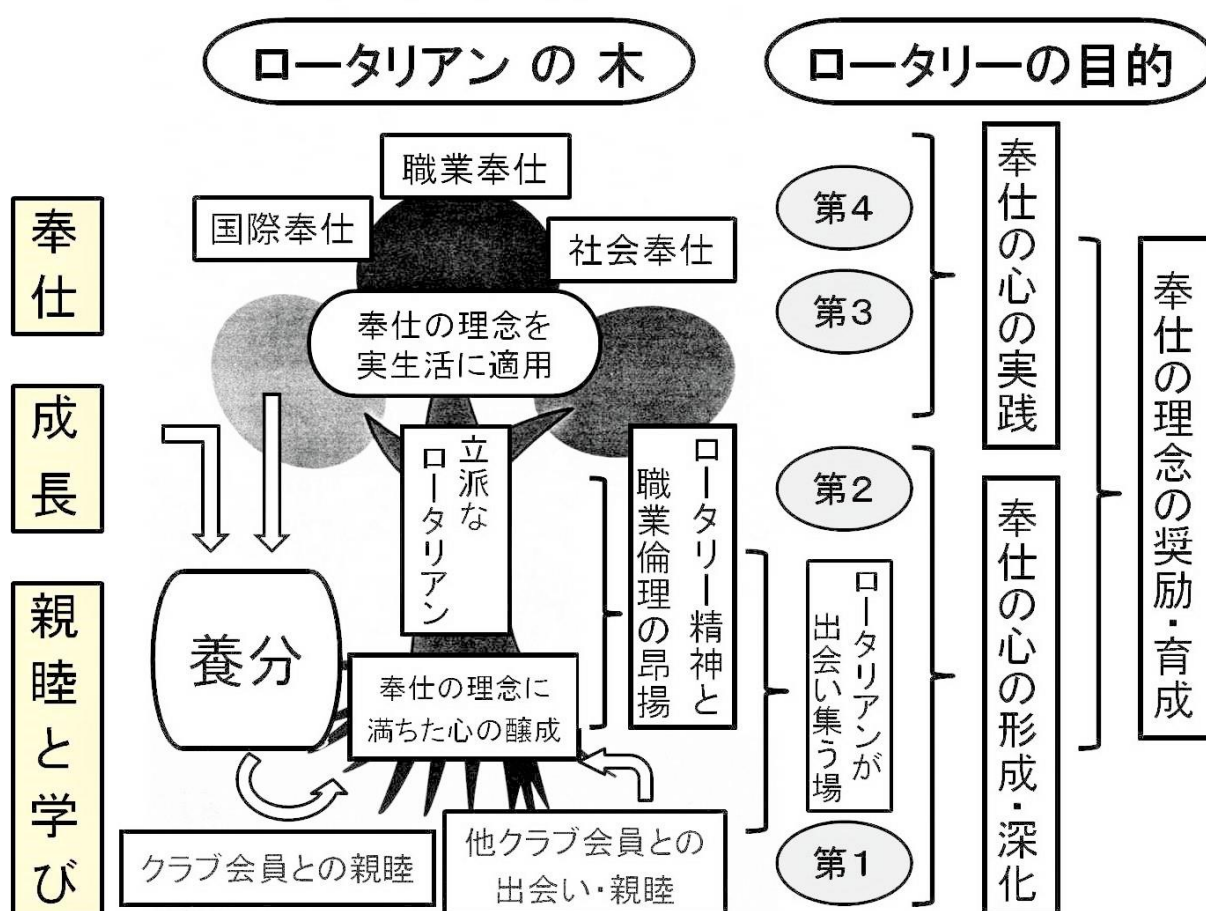
Personally, I think the above is perfect, but it would be too long to remember. Therefore, I propose the following "the most concise definition of Rotary". Of course, if I were asked "What is Rotary?", my answer would be.



What is Rotary? : The Most Concise Definition of Rotary

Rotary is a worldwide organization
In which selected and diverse leaders gather
to grow "worthy and true Rotarians"
on the basis of fellowship and learning,
and to contribute to society through valuable service.

The following is a diagrammatic representation of the above as a "Rotarian Tree" in contrast to "the Object of Rotary". This is also a schematic of Guy Gundaker's view of Rotary.



Please note that this is the only part written in Japanese for notational convenience.

Guy Gundaker emphasized the following two points :

- Rotary grows, supports, and increases "worthy and true Rotarians"! (**Grow Rotarians**)
- Rotarians strive for "fellowship, learning, growth and service"! (**Enjoy Rotary**)

Thus, the world has become a better place and Rotary has grown.

For more than 100 years, since the beginning of the 20th century, the most important reasons for "Grow Rotary" have been to "Grow Rotarians" and to "Enjoy Rotary".

We Rotarians in the 21st century must also carry on the same spirit.

Postscript

At any given time, business owners tend to prioritize the current situation over the "ideal" state of the business in 10 or 20 years. Some may decide that this is only natural when they think of their employees, their families, their customers, and their suppliers.

However, we Rotarians do not manage our businesses based solely on the idea that "the present is all we need," or that "our priority is to overcome the current crisis," or that "our goals are to expand our business and increase our profits. Always looking back to the past and always looking forward to the future, we must have pondered "what I should do as a manager and leader" even in this age of dizzying change and confusion. I am sure that we have always chosen the right path in accordance with our noble principles based on "truth, goodness and beauty". This is true in our own business management, in Rotary, and, of course, in our lives.

I believe that one of these noble principles is Guy Gundaker's "A Talking Knowledge of Rotary", which is the "Starting Point of Rotary. We Rotarians must carry out our mission with calm insight and a determination and resolve of which we can be proud (or at least not ashamed) in the future, while keeping Guy Gundaker's view of Rotary close to our hearts. Because we are Rotarians.

The 1946 American film "It's a Wonderful Life" showed how an honest life can make friends, develop friendships, save many people from misfortune, and bring happiness to people from all walks of life. If Rotary's founder, Paul Percy Harris, who died in 1947, had seen this film, he would have been moved by the wonderful life he led. It was also ranked number one on the American Film Institute's list of the 100 most inspiring films of all time, ahead of "Rocky", "The Miracle Worker", and "City Lights". It means that while times change, universal values continue to shine brightly.



The one universal value of Rotary that has never changed and must never change is Guy Gundaker's view of Rotary. Without it, Rotary is just another service organization. That is why I wanted to share with you in this commentary the image and way of life of "a worthy and true Rotarian" who will be admired by all, no matter how times change.

And finally, I would like to thank the Library of Congress for providing the photographs, the Rotary International Japan Office for its valuable advice, and Rotarians Sadao Abiko and Eisuke Saito for their invaluable assistance in editing and publishing this book. Of course, had I not joined Rotary, I would never have known Guy Gundaker or met these two and many other esteemed Rotarians. Needless to say, this commentary would never have been published.

Blessings on Rotary's Future !

Issaku Suzuki

Rotary

Rotary is a worldwide organization

In which selected and diverse leaders gather
to grow "worthy and true Rotarians"
on the basis of fellowship and learning,
and to contribute to society through valuable service.

Purpose

- To grow, support, and increase "worthy and true Rotarians" who strive to foster and practice the spirit of service.
- To improve and develop ourselves, club, business, industry, and society as a whole.

Benefit

- Meeting wonderful people
- Pure and hearty fellowship (sincere, trustworthy and like-minded fellows)
- Valuable professional enlightenment and development
- Fostering and uplifting the spirit of service
- Improvement of humanity
- Opportunities for inspiration and leaps forward

Duties

- Attendance at regular meetings
- Payment of membership fees
- Rotary Magazine subscription
- Respond and do your part when called upon (Rotarians' Creed : Yes, with pleasure)
- Self-improvement, mutual encouragement and support, and club development
- Be a worthy and true Rotarian (Integrity, Toleration, Fellowship, Learning, Growth, and Service)

Rotarian Mottoes

- Grow Rotarians !
- Enjoy Rotary !
- Grow Rotary !

~ These are modern paraphrases, in my own words, of the core content of
"The Rotary Club" as published in "A Talking Knowledge of Rotary" (1916). ~

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Past District Governor 2017-2018 (District 2800)

ROTARY CAREER

- 1994～ Sagae Rotary Club Member
- 2009～2010 Sagae Rotary Club President
- 2012～2015 2800 District Vocational Service Committee Chairman
- 2015～2016 2800 District Rotary Information Committee Chairman
- 2017～2018 2800 District Governor
RI Presidential Citation
- 2019～2020 2800 District Trainer
RI Learning Facilitator
- 2022～2024 ROTARY-NO-TOMO * Vice-Chairmen and Director
- 2023～2026 Council on Legislation Representative



ROTARY FOUNDATION RECOGNITION

- 2016～2017 PHF+8
- 2017～2018 Benefactor
- 2021～2022 Major Donor Level 4
Arch Klumph Society Member

VOCATION CAREER

- 1988～1990 Assistant Professor at Yamagata University Medicine Ophthalmology
- 1990～1993 Lecturer at Yamagata University Medicine Ophthalmology
- 1993～ Director of the Suzuki Eye Clinic
- 2005～2021 Part-time Lecturer at Yamagata University Medicine Ophthalmology

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What is Rotary ?

～ We shall remember Guy Gundaker ～

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