

What is Rotary ?

~ We shall remember Guy Gundaker ~



This publication reorganizes the content of Guy Gundaker's book, "A Talking Knowledge of Rotary" (1916) and presents it in an easy-to-understand manner, while summarizing "Guy Gundaker's view of Rotary" from the perspective of "What is Rotary ?".

Rotarians who read this publication will see that "Guy Gundaker's view of Rotary" has contributed greatly to the development of Rotary in the years since. In addition, they will also agree that it is a concept that should be applied to Rotary today as it strives to "Grow Rotary" (see "6. Contemporary Significance of Guy Gundaker").

This publication is available in English and Japanese. My greatest joy would be to see Rotarians around the world become Guy Gundaker's biggest fans and love Rotary more than ever.

Issaku Suzuki

This booklet is available in Japanese and English on the District 2800 website at <https://rid2800.jp/learn-rotary/learn-with-text/> under "03. What is Rotary ?" or by using the QR code.



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Introduction

Since the beginning of the 21st century, the world has become increasingly globalized and an advanced information society, with the transition from analog to digital technology and the dramatic development of artificial intelligence technology. However, along with these advances, the world has also witnessed the emergence 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 and Israel's conflict in Gaza are still ongoing. It is as if the world has entered an era of division and confrontation. Therefore, **humanity must now gather its wisdom and efforts and, with a sense of crisis, earnestly 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.** However, a poorly planned, ill-considered, and easy change will lead us down a path of self-destruction. In fact, in Japan and around the world, there are countless long-established, prestigious businesses and well-known companies that, in the pursuit of new reforms, 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 resulted in the abandonment of their employees and customers and eventual extinction.

That is why we Rotarians must not forget the value and attraction of Rotary and what it means to be a Rotarian, which still shine brightly after more than 100 years. On this basis, **we must make the right choices and decisions about the content of change, as well as its preparation and pace, after sufficient research and consideration of the different traditions, cultures, and national characteristics of each country.**

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". In addition, the opening sentence of the current edition of "The Object of Rotary", as well as numbers 1, 2, and 3, reflect Guy's view of Rotary. In addition, descriptions of Rotary by notable Rotarians in books and lectures have 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 accomplishments. 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 are "lost Rotarians" who have lost our way to change.**

The Japanese translations of A Talking Knowledge of Rotary have already been published by three Rotarians whom I greatly admire : 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, an accessible commentary for Rotarians who do not know Guy Gundaker and are not familiar with Rotary's history and traditions.

Therefore, I have edited and published "Learning Rotary from Guy Gundaker" as a commentary 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 publication.**

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". The articles were edited and published as "A Talking Knowledge of Rotary" by the Philosophy and Education Committee of the International Association of Rotary Clubs. It was **the first Rotary textbook in history to systematize the concept of service in Rotary and to describe the responsibilities of Rotary clubs and the duties of Rotarians at that time.**

The booklet also included 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 first Rotary club administration manual** at the July 1916 convention in Cincinnati, Ohio, USA, further promoting its use.

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's 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 (established in 1920) and the Osaka RC (established in 1922). **Japanese Rotarians at 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 the first District 70 convention was held in Kyoto in 1929.

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 as well.** 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. That is why Guy Gundaker has such a strong connection with Rotarians in Japan.

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

● Key points from "Guy Gundaker's view of Rotary"

Guy Gundaker's thoughts on what Rotary should be

In a Rotary club, it is "a place of 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 Rotary club administration

(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 a better place and Rotary will grow.



In this book, I will elaborate on the above. Needless to say, **they are still important today as "the value and attraction of Rotary" and "what Rotary should be" and should continue to be emphasized in the future.**

March 31, 2025 (on the day of our 40th wedding anniversary)

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 vocation, one member" system**.

Although it has been modified many times subsequently, the membership rule as of 2024 states in "The Standard Rotary Club Constitution", Article 8 (Membership), Section 1 :

"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".

Although the original "one vocation, one member" system has gradually changed to the current "membership consisting of adult leaders in business, professions, and/or communities who are respected and willing to serve", it is fair to say that Rotary clubs today still operate on a "limited membership" system.

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 short, the characteristics (1), (2), and (3) identified by Guy Gundaker more than 100 years ago still distinguish Rotary from other clubs today, albeit with slightly different content.

Then, what about (4) above, "Educational Character"?

● The "Educational Character" of Rotary Clubs

Guy Gundaker stated that Rotary members need "training / learning / education" because it leads to the "betterment / growth / development" of members, clubs, businesses, industries, communities, and society.

He further stated "Those who join Rotary are educated in Rotary principles and practices and are strongly expected to demonstrate the fruits of their education both in the area of personal improvement and in the area of activities for the benefit of others".

This is the "educational in character" of Rotary clubs as Gundaker pointed out.

(*"Rotary has a distinct field of its own and it is mainly educational in character"*)



Guy Gundaker believed that "the more worthy and true Rotarians there are, the better the world will be because of their activities (service)".

In other words, the growth of humanity in Rotary will make Rotarians who will serve in every situation and circumstance. In other words, Rotary's mission is human development. (→ p45)

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

Words describing Rotary's "educational character"

- **Enter to learn, go forth to serve.** (Samuel Kendrick Guernsey, 1947-48 RI president)
- **Rotary is a maker of friendships and a 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. (→ p55-56)

- 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 do so, they must be Rotarians of high integrity with the following attitudes and passions.

- Attend regular meetings as a place of fellowship and learning ;
- Strengthen the camaraderie of like-minded members in Rotary with a tolerant heart ;
- Encourage personal and fellowship growth;
- Learn about Rotary's history, traditions, values, and philosophy of service ;
- Deepen their vocational and life perspectives ;
- Enhance and refine the spirit of service;
- Develop the club, business, industry, community, and society.

In short, Rotary is not a club whose purpose is to encourage and practice service, but to grow, support, and increase "worthy and true Rotarians". Of course, this is still an important concept.

I feel that "Educational Character" has been somewhat neglected in Rotary these days. However, if we do not focus on growing "worthy and true Rotarians," Rotary will become a mere charitable organization with only business, professional, and/or community leaders, and "Grow Rotary" will not be possible. For this reason, I believe as follows :

"Educational Character" must remain an important feature of Rotary 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.
- * If the growth of "worthy and true Rotarians" is not focused on, "Grow Rotary" will not be possible.
- * "Worthy and true Rotarians" are those who strive for "the ideals of Rotary". (→ p45))

【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 focus on fellowship, learning, and service.

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

On the other hand, Guy Gundaker identified fellowship as a major problem facing Rotary clubs and their members, and he challenged the mistaken belief of many Rotarians that good fellowship is what Rotary is all about.

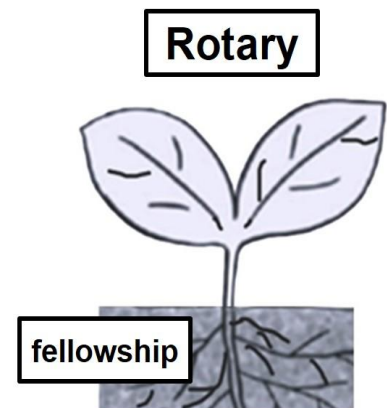
● The Meaning of Rotary Fellowship

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” = slight friendship

(This term is used in a relationship with someone one knows, but who is not a close friend.)

“friendship” = the feeling or relationship that friends have ; the state of being friends

(This term is used in a relationship between close friends, regardless of purpose or philosophy.)

“fellowship” = the friendship that results from shared interests, experiences or beliefs

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

The above definition makes it clear that the relationship between Rotarians is one of "fellowship", not merely "acquaintance" or "friendship", because a Rotary club is an organization dedicated to "the Object of Rotary".

In short,

Rotary Fellowship is the feeling of camaraderie among like-minded Rotarians.

Thus, the best way to understand Guy Gundaker's view of "Rotary fellowship" is as follows :

For the sapling of Rotary to grow well, it needs the good soil of fellowship, where the camaraderie of like-minded Rotarians can be nurtured and strengthened.

● The "places" that foster and strengthen Rotary Fellowship

The "places" where Rotary fellowship flourishes are all the places where Rotarians meet and gather, including club meetings, committee activities, social gatherings, and district seminars. In other words, it is up to us as Rotarians to build a sense of fellowship in all the places where we meet and gather to share our Rotary aspirations.

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 one another, the soil of fellowship will be richly nourished, and the sapling of Rotary will continue to grow and produce valuable service. In fact, Article VIII, Section 2(d) of the 1922 Model Club By-Laws, which outlined the role of the club's Fellowship Committee, specifically stated :

"This committee shall promote acquaintance and fellowship among the members".

The above is also in keeping with the current Object of Rotary (First), which means

"to foster fellowship among Rotarians, leading to future service activities". (→ p38, 45)

● The Base of Rotary : Fellowship and Learning are one and the same in Rotary



Guy Gundaker pointed out that "Rotary 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 foster "Rotary Fellowship" as well as to deepen "Rotary learning".

He believed that the interaction of "learning in fellowship and fellowship through learning" was the best way to grow "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.

Similar statements have been made by many prominent Rotarians since then, but I particularly like the following quote.

"Rotary is a very special global educational center. It is a university of life, one in which all participate equally as teachers and students." (1977-79 RI director Jorge H. Aletta de Sylvas)

● 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 also consistent with RI's current endorsement of Diversity, Equity, and Inclusion (DEI). "Toleration" is essential for DEI to be an integral part of club culture. This is discussed below. (→ p49)

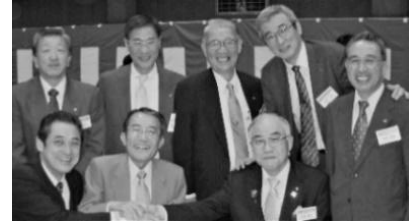


● What Good Rotary Fellowship Requires

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 speaking negatively about others is not what a Rotarian should do.

A Rotarian who engages in such problematic behavior will invariably be disliked, ostracized, and even despised within his or her club. Needless to say, this is contrary to the spirit of items 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."

Rotary Fellowship (Summary)

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

“acquaintance” (slight friendship)

→ “friendship” (the feeling or relationship that friends have; the state of being friends)

→ “fellowship” (friendship resulting from shared interests, experiences or beliefs)

Furthermore, we must not forget that only when Rotary fellowship and learning are integrated can the soil of fellowship be nurtured and the saplings of Rotary grow well.

In other words, we must learn, share, and enhance the ideas of Rotary while deepening our camaraderie. In order to achieve this,

each Rotarian should have a spirit of Tolerantion".

【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 would like 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 occupation, one member" system of that time, and it also required Rotarians to recognize and fulfil their obligations as

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



The second point to note is that the word "Betterment" is used in all of

- 1) through 4) above. This means that

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

In other words, it is "a movement that aims to make Rotarians better and everything better". (→ p16)

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 to note is that there is no mention of "business reciprocity," or the obligation of members to do business with each other, which was one of Rotary's original purposes.

As discussed below, Guy Gundaker believed that

"Business reciprocity is not an obligation of club membership." (→ p14)

The fourth point to note is that there is also no mention of "fellowship", which was another of Rotary's original purposes. This means that

"Fellowship" (although important, as mentioned above) is not a purpose of Rotary. (→ p8)

The fifth point worth noting is that these ideas of Guy Gundaker greatly influenced 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. (→ p17, 45-58)

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.



【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 had the following thoughts on 1) and 2) above :

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

● 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 on 3) and 4) above :

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

* Fundamental Rotary : the purpose of club administration (Rotary Club Responsibilities)

- 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 (Rotarian's Duties : 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 that

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

Fundamental Rotary and Applied Rotary (Summary)

- Fundamental Rotary : Rotary clubs should grow many "worthy and true Rotarians".
- Applied Rotary : 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) above, however, there are two other duties to be performed by club members : "duties of a Rotarian as a club member" and "duties of a Rotarian as a business owner". These are discussed together in Chapter 3, "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" consists of only the five items (1) through (5) listed below. For Guy, this means that these five items alone cover all that needs to be explained.

* Fundamental Rotary : the purpose of club administration (Rotary Club Responsibilities)

1) The Betterment of the Individual Member — Personally

- (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 (Rotarian's Duties : 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 the very essence of "Grow Rotarians & Enjoy Rotary", which depends on enriching regular meetings with a focus on fellowship, learning, growth, and service. (→ p25-26, 29)

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

- ① "Time for Interaction" among members (confabulation, exchange of ideas, sharing of information, and discussion) and "Member Speeches" that broaden insights into 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.



If clubs continue to hold meetings that are insufficient in these five items ① through ⑤, Rotary will lose its attraction, its membership will decline, and its very existence will be threatened. Therefore, the primary responsibility of the club president is to conduct attractive and valuable meetings. (→ p27, 29, 37)

In short, hold meetings that are filled with "Grow Rotarians & Enjoy Rotary.

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

- Are you aware 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 members happy to attend club meetings ?
- Are new members impressed by the content of the meeting ?

If there were no problems with these, I believe fewer members would be disappointed in Rotary and resign their membership.

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 : the purpose of club administration (Rotary Club Responsibilities)

1) The Betterment of the Individual Member — Personally

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

<The Practical Side>

Rotary activities build friendship and trust among members
and provide opportunities for increased business.

(But only the opportunity to do more business is provided.)

<The Ideal Side>

Businesses improve and develop by learning and practicing "the ideals of
Rotary" through club meetings and Rotary activities, which are 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 (Rotarian's Duties : 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 increase your business. 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)

Regarding the last statement in "**The Practical Side**" section, "But only the opportunity to do more business is provided", 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 more business, and Rotarians doing business with each other is only an incidental element.

In short, Guy wanted to move away from "Business Reciprocity", which was one of Rotary's original founding purposes. (→ p11)

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 of business and the various principles of service" that Rotary preaches. (→ p33, 39, 45)

Here it is important to note that practicing high standards of professional ethics alone is not enough to improve and develop their businesses. Because, it is essential to also practice the various principles of service that Rotary preaches and to become "worthy and true Rotarians" in accordance 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 are the duties of club members. The first is "The Betterment of the Member's Craft or Profession as a Whole".

* Fundamental Rotary : the purpose of club administration (Rotary Club Responsibilities)

- 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 (Rotarian's Duties : Rotary - at - Work)

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

Rotarians are representatives (ambassadors) 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 believed as follows :

As "ambassadors sent from 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 from Rotary to their respective industries" was once a common refrain among veteran club members. Although it is rarely heard these days, I believe it is still an important concept.

Indeed, Guy Gundaker further emphasized,

"This is Rotary's greatest opportunity for service". (→ p40)



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.

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. (→ p40)

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

* Fundamental Rotary : the purpose of club administration (Rotary Club Responsibilities)

- 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 (Rotarian's Duties : 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.

Guy Gundaker had the following thoughts on 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 society as a whole will improve. Then everyone will be happier than ever before.

In other words, it is **"the duties of a Rotarian as a member of the community"**. (→ p37, 41)

Guy Gundaker believed 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 !

In connection with "Be a good Rotarian !" and "Be a good citizen !", Guy Gundaker has the following to say about activities that make civic life fruitful.

- (1) Rotarians' interest in civic life should be linked to their activities as individuals or as members of chambers of commerce, rather than as Rotary clubs.
- (2) In special circumstances, group service projects by Rotary clubs are acceptable. However, careful consideration should be given. In particular, Rotary club activities should not duplicate the activities of a professional business organization that may be found in any town.

(1) and (2) can be summarized as follows :

Social service activities related to civic life may be undertaken collectively as a Rotary club if necessary, taking care not to duplicate the activities of other organizations, taking care not to duplicate the activities of other organizations. Ideally, however, they should be carried out as individual service activities by Rotarians.

In fact, there are many personal contributions that Rotarians can make, such as serving as local guardians, child welfare members, boy scout leaders, and community volunteers.

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) ?

Resolution 23-34 is said to have been a compromise between the advocates of vocational and individual service and the advocates of community and group service. By compromise, I refer specifically to 6) of Resolution 23-34, which had actually been published seven years earlier, in 1916, by Guy Gundaker in "A Talking knowledge of Rotary".

For reference, (6) of the "1923 Statement on Community Service" (Resolution 23-34), 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 a variety of 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, 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, resulting in the current Five Avenues of Service.

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 today's 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 can be said to be a straightforward organization of the club's committee structure into areas of service. However, many Rotarians are obsessed with the classification (color-coding) of service itself. What would such Rotarians say to the following question ?

"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." (→ p52)

Another concern is that many Rotarians do not properly understand the Five Avenues of Service, especially Club Service and Vocational Service. (→ p47-54)

The main reasons for this are as follows :

- * The definitions of "Club Service" and "Vocational Service" based on the 1927 "Aims and Objects Plan" are not been well known.
- * Since the late 20th century, emphasis has been placed on club administration, and many Rotarians mistakenly believe that club administration is "Club Service".
- * 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 the following expressions :

"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 a variety of 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) ". (→ p45)

Some people seem to interpret this idea as “noblesse oblige”.

However, Guy Gundaker himself did not mention such an interpretation.

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

Did you know that there are two documents that prominent Rotarians have often cited 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 was on the back of the Official Directory, which used to be published annually by RI (since 1948, as far as can be ascertained). This was also famously stated by RI's first General Secretary, Chesley Raynolds Perry, at the Tulsa RC, USA, in March 1954.

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

It should be noted that Guy Gundaker's conception of Service as “action that brings about improvement or development” and as the “duty” of Rotarians differs from the two documents mentioned 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 clubs should take a cautious approach to various issues, considering the social impact of Rotary :

Rotary clubs should approach local and public issues with caution and should not make decisions lightly. 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 submitted to the relevant committee 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 matter is presented to the board of directors by a club member, the board should carefully consider whether the proposal is appropriate for Rotary and how it will affect Rotary International and other Rotary clubs. In addition, if the matter involves local, partisan, or national issues, the board should consider seeking prior approval from any other affected clubs in the district.

Prior approval may seem a bit exaggerated, but in the early days of Rotary, club plans and agendas discussed at meetings were often not in line with Rotary values, were not prudent and sometimes interfered with fellowship among Rotarians. I believe Guy Gundaker pointed these things 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, meeting attendance, and meeting frequency, has been relaxed and individual clubs are encouraged to introduce diversity and flexibility into their operations, which is seen as conducive to club development. It would be surprising if Guy Gundaker, who was strict about membership and meeting attendance, 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 grown to the point where it can be described as a huge organization, but we should still keep these words in mind.

【7】 Rotarian Profit (Rotary's Attraction and Value) ~~~~~

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 Rotarians will be better persons, greater persons, and able to render greater service to themselves, 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, as Rotarians learn, gain experience, and improve their spirit of service in the fellowship of Rotary, they will continue to strive for personal growth and character development, ultimately becoming "worthy and true Rotarians".

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 efforts.** (→ p7)

To summarize what has been said so far, the following is a brief 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 the club, business, industry, and society.

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

"Evolution of Members of Rotary Clubs into Real 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.

● Rotary's Attraction and Value

I believe that what Guy Gundaker called the "profit" of Rotarians could be rephrased today as the "profit" of enriching the lives of Rotarians. That is the attraction and value of Rotary.

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

Rotary enriches the lives of Rotarians

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, there have been times of joy and satisfaction, as well as times of relief, relaxation and self-affirmation. There have also been wonderful inspirations, with opportunities for success and leaps forward. Through these processes I have become a person committed to a worthy and respectable way of life. In short, Rotary has helped me grow as a person and has enriched my life. This has brought me public recognition and admiration.

I believe that Rotary has grown and developed because it has been that kind of Rotary.

All of the above is in keeping 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 (= the attraction and value of Rotary).**

In short, it is only by joining a Rotary club, attending fulfilling meetings, and devoting yourself as a Rotarian that you will be able to enjoy the following.

Rotary's Attraction and Value (Summary)

- The joy of being in the company of trustworthy, respectful, and like-minded Rotarians
- The joy of sharing a time of fellowship and learning with other Rotarians
- The joy of business development (valuable professional enlightenment and improvement)
- The joy of service (opportunities to foster, enhance and practice the spirit of service)
- The joy of relief, relaxation, and self-affirmation (togetherness and coziness of a Rotary Club)
- The joy of inspiration, success, leaps forward, admiration and social development
- The joy of learning how to live a worthwhile life and develop into a "worthy and true Rotarian" (integrity, toleration, fellowship, learning, growth and service)

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 mottos there because they are both related to "profit".

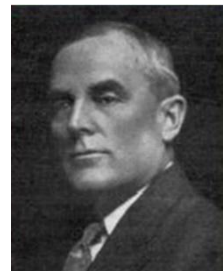
(The current Rotary mottos have now been changed to "Service Above Self" for the former and "One Profits Most Who Serves Best" for the latter.)

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.

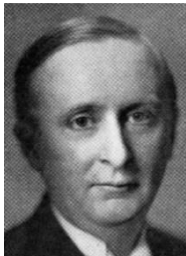
First, "Service, Not Self" as Benjamin Frank Collins, President of RC Minneapolis, said at the 1911 Portland Convention. In Japan, this has been interpreted as "service without regard to self-interest", "unselfish service", or "the quintessence of community service".

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, then a member 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 his main focus was solely on "the profit of business management"**. He also talked about profits in real life, but these were only related to the success, respect and self-esteem that came with developing the business.



On the other hand, as noted above, Guy Gundaker emphasized 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 the success and development of a business was one of the duties of Rotarians, not profit.**

I believe that Guy Gundaker's view of Rotary is not consistent with the two Rotary mottos.
This may explain why he referred to the two mottos but did not give a detailed description 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 in business. Therefore, we must strive to live up to that name. As a symbol of this, every Rotarian must 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 must 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 behavior by Rotarians that makes me want to say, "The Rotary emblem is crying". It is truly sad and unfortunate.



2. 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, managing a club in this way requires preparedness, passion and leadership on the part of the president and other club leaders.

This section describes the key points and effective approaches to 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 for this lies with the club president. In this regard, Guy also noted that the responsibility for fulfilling "the Object of Rotary" and maintaining the club at an international level 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 the committee activities, that are the cornerstones of club administration.

Needless to say, the club president must keep the following three core beliefs at the center of club administration :

- "Grow Rotarians" and "Enjoy Rotary" will lead to "Grow Rotary".
- Rotary is an organization that grows, supports and increases "worthy and true Rotarians".
- A Rotary club should be full of the attraction and value of Rotary.

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 policies, the district theme, the club goals, and this book.

The term of office in a Rotary club is one year. 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 appropriate for the new year. (Of course, any ongoing projects from the previous year and the club's medium- and long-term plans must be respected.)

What the president needs most is "preparedness, passion and leadership" and "trust, toleration, encouragement, and appreciation for the officers, directors, and committee chairs." Let these thoughts be expressed in an inspiring presidential address at each meeting.

Another necessity for the president 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 must also be remembered that the club president and secretary are one and the same.

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 other 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.

Most importantly, 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 the operation of the club. 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 (each committee's plan of action, budget, financial statements, new proposals, etc.) prior to the "board of directors" (directors' meeting). And the club secretary's role is to summarize these agendas at the "officers' meeting" and present them to the "directors' meeting", along 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, the board of directors discusses and makes decisions (approves, disapproves, and makes various decisions) on agendas presented by "the board of officers". Of course, active discussion is necessary during the review stage. This 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 for planning the annual meeting program.

The annual schedule should be carefully reviewed for the following :

- (1) **Is the annual schedule consistent with RI policies, the district theme, the 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 :

"Is there any need or value in following 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 role assignments, must be discussed and decided upon during the previous month. Needless to say, a preliminary report, if necessary, should also be made at the regular club 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 be smooth 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."

The role of the club secretary at these meetings is also important. This is because the secretary's care and effort in handling the practical affairs of the club is key to its operation.

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 will continue to be 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 continue to attend Rotary meetings are a great asset to a club, but that clubs with many members who miss meetings and eventually drop out are doomed to decline.

Past District 2800 Governor Mikio Ito used to say that only people 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" will contribute to "Grow Rotary" and will not want to leave Rotary.

I completely agree with him, but we must not forget that this requires a club that consistently holds attractive and valuable meetings and has a sufficient sense of togetherness and coziness.
In other words, a club with fulfilling club service is a prerequisite. (→ P22, 29, 37, 47-49, 56)

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 will 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.

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



4) Identifying and Improving Rotary Club Problems

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".

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)
- * The meeting place does not have a warm atmosphere. 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 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 during regular meetings.
(private conversations, mobile phone etiquette, etc.)
- * Some members speak ill of others in the club and talk behind their backs.
- * Many members do not understand the Object of Rotary.
(Few opportunities to learn 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 meetings.)
- * Many members do not know how other clubs conduct their meetings.
(Few members go to other clubs for make-up.)
- * 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 experiencing the joy and pride of being a Rotarian.
(Clubs are not being managed in a way that is full of the attraction and value of Rotary.)

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, you should 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 ~~~~~

Regular meetings are the cornerstone of Rotary club administration. This section describes how regular meetings should be managed.

First, it should be recognized that a Rotary club meeting is very different from a typical service organization meeting. 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 a number of local service organizations, and they all have these 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 :

The Rotary club meeting is a place of fellowship and learning that should be used to the fullest to improve club members and their businesses and industries, to develop society, and to fulfill "the Object of Rotary".

Therefore, club leaders are urged to make the limited and scarce Rotary time (meetings and events) attractive and valuable.

That is why club leaders, especially the president, must take responsibility for providing attractive and valuable meetings that focus on fellowship, learning, growth and service. In other words, meetings filled with "Grow Rotarians" and "Enjoy Rotary"! (→ p13, 25-26)

Attractive and Valuable Meetings

"Grow Rotarians" and "Enjoy Rotary" with a focus on fellowship, learning, growth, and service.

- (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' businesses, lives and lifestyles.
- (3) Meetings where 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 presidential address
- * Attractive and valuable meeting programs
- * A sense of togetherness and coziness in the club (→ p43-44)

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



Only when the above meetings are held can the following be said :

"Rotary is more than just 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, clubs have been allowed to adopt a policy of holding Rotary meetings at least twice a month, if not every week. I am sure that Guy Gundaker would be very surprised and saddened to know this fact. (→ p20, 26)

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 and unfriended. 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 must be aware of and proud to provide that "something." If the "something" is not enough, absenteeism will naturally increase.

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

However, I would urge 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, in addition to interviewing frequently absent members, the club board should consider taking effective action, including the following and more. (→ P49, 56)

2) Club President's Address

The most important task of the club president is to provide regular meetings that all members are happy to attend. This requires three things ; An inspiring presidential address ; An attractive and valuable meeting program ; A sense of togetherness and coziness in the club.

The president should have a sense of mission to devote himself or herself thoroughly to these three things. Of particular importance, needless to say, is an inspiring presidential 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 also 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 key to club vitality lies precisely in the club president's preparedness and passion for delivering an inspiring address.

Therefore, if there are many absences from meetings, the club president should ask himself or herself, "Did I deliver an inspiring presidential address at every meeting ? "

Reference 5 : Club President's Address Tips

Tips for an Inspiring Club Presidential Address

- (1) Think about the speech topic and content structure in advance, and prepare an inspiring speech.
- (2) Pay attention to speaking speed, intonation, pauses, eye contact, facial expressions, gestures, microphone angle, distance from the microphone, etc.
- (3) Use many appropriate connecting words to show the connection between the previous and subsequent sentences.
- (4) Speak calmly and sincerely. It is important not to say "I told the audience", but rather "The audience had a lot of understanding and emotion in 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 for the ability development and mutual understanding of members

Guy Gundaker commented on the program of regular meetings as follows :

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 to deepen their understanding of each other. In this sense, it is effective and efficient to have a speech 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 their mutual trust, respect, and fellowship.

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. (→ p36)

Rotary 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 the Object of Rotary's content, significance, and historical transition are not fully understood.

***Club Service** (→ p47-49)

Club service includes not only the club administration provided by club leaders, but also the personal growth of club members, fellowship among members, contributions to the growth of other members, and assistance to members in club administration.

It is a real concern that many Rotarians do not understand the difference between club service and club administration.

***Vocational Service** (→ p50-54)

There is no doubt that Vocational Service is broad and deep. Therefore, it is important to recognize and accept the notion of "Vocational Service = the duties of a Rotarian as a vocational person". Then, as you learn and practice the various areas of Vocational Service, it should not be difficult to understand.

***The Four-Way Test**

The origins and true meaning of the Four-Way Test should be known. The Four - Way Test was adopted by the RI Board of Directors in January 1943 as a component of the Vocational Service program, but it is now considered one of Rotary's core principles and an integral part of Rotary, common to all five Avenues of Service.

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)***Life and times of Rotary founder Paul Percy Harris****② Meetings to help members improve 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 in Rotary, you should never think that just because you are a member, you will be able to do more business.

He then explained how to improve the membership business by dividing it into the "practical" and "ideal" sides of Rotary. (→ p14)

● Practical Side : Improving members' businesses through "fellowship in Rotary"

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)

In other words, it is the business improvement that "fellowship in Rotary" brings.

● **Ideal Side : Improving members' business through "learning in Rotary"**

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

Through club meetings and Rotary activities, club members learn from each other about "the high ethical standards of business" 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. (→ p14, 39, 45)

In other words, it is the business improvement that "learning in Rotary" brings.

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 ethical standards in business and service principles in their own industries.

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

In order to learn the ethical standards and specific management practices needed 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
- * Recitation or explanation of "The Rotary Code of Ethics for Business Men of All Lines"

The former, "Speech programs", is still important today because it provides new information, inspiration, and motivation for members' businesses and lives. (→ p31)

The latter, on the other hand, would be the modern equivalent of reciting and explaining the Object of Rotary, The Four-Way Test, The Rotarian Code of Conduct, and so on.

Unfortunately, however, there seems to be less emphasis in Rotary these days on the business improvement that "learning in Rotary" brings.

Integration of Practical Side and Ideal Side

(Business improvement by integrating 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' business in Rotary.

However, with apologies to Guy Gundaker, I personally do not see the need to divide the improvement of members' business into "the Practical Side" and "the Ideal Side". The Rotary club meeting is a place to foster "fellowship" and to deepen "learning". Since "fellowship" and "learning" are one and the same, the above-mentioned "the Practical Side" and "the Ideal Side" should naturally be one and the same.

In other words, if club members learn knowledge and attitudes that are useful in business and in life, if they learn about "the ideals of Rotary", and if they strengthen and enhance the camaraderie (fellowship) of Rotary's aspirations, then the meeting will naturally be "meeting to help members improve 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.

Therefore, it is safe to say that clubs that are committed to "the base of Rotary", which combines fellowship and learning, will naturally hold "meetings to help members improve their business". (→ p9)

③ Meetings that open the door 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.

Meetings to motivate and inspire "Service"

- Preparedness, passion and leadership of the club president
- Inspiring presidential address
- Member speeches and guest speeches (→ p31)
- Rotary training, club forums (→ p31, 36)
- Seminar on The Rotary Foundation (e.g., history, achievements, and significance)
- 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 (local guardians, child welfare committee members, community volunteers, etc.)
- Sharing important articles from "Rotarian" and "Governor's Monthly Letter"



Of course, the most important of the above is the "preparedness, passion, and leadership of the club president". Therefore, I hope that club presidents will show their spirit to club members and try to deliver an "inspiring address" that motivates them to serve. (→ p30-31)

The practice of service requires both knowledge and 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 the region
- Municipal administration, including fire, police, welfare, and social services
- Community life
- Comprehensive town planning
- Transport system and its problems
- Condition of parks and streets
- Town's port area and foreign trade
- Youth service activities

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

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

It's especially important to learn about "Rotaract Club", which has recently joined the new Rotary family. (→ p35)

When inviting a guest speaker on any of the above topics, the district committee should be consulted to select someone who can speak accurately, clearly, in depth, and in an interesting manner. If possible, the guest speaker's presentation should be followed by a club forum to further discuss the topic. (→ p36)

Reference 6 : Issues for Rotaract Club

At the 2019 Council on Legislation, it was decided that Rotaract clubs (RACs) would become members of R I. This has resulted in changes for RACs, including new goals and development plans. However, the level of independence, understanding of Rotary, and activities of RACs varies from country to country and region to region around the world, and some clubs have not been able to keep up with the changes.

When I was asked to be the keynote speaker at the National Rotaract Institute (Yamagata Conference) in March 2024, I conducted a survey of RACs throughout Japan. Some of the issues facing RACs that emerged from the results are presented here for your information.

- Understanding and practicing the Standard Rotaract Club Constitution
(in particular, compliance with annual reports, minutes of all meetings, separation of dues and project funds, annual financial audit, etc.)
- Making additions and changes to the Recommended Rotaract Club Bylaws
(in particular, method of admission, maximum age limit, membership fees, board meeting rules, terms of office, election procedures, minimum annual attendance, etc.)
- Role of the Sponsor Club Adviser **【Most important】**
(familiarization with RAC constitution and bylaws, assistance with RAC bylaws amendments, preparation of annual plan, annual report, annual meeting schedule, attractive and valuable meetings and service projects, Rotary training, financial planning, financial statements, membership development, etc.)
- Others : working with the district and governor, training incoming officers, using the latest Rotaract Handbook, using My Rotary, working with RYLA, working with IAC, working with Yoneyama Memorial Scholars in Japan, etc.

④ Evening Meetings

Guy Gundaker noted that evening meetings are longer than lunch meetings and therefore provide a better opportunity for individual members to grow as people and improve their own businesses. He also recommended that evening programs, which have more time and inclination, consist of more elaborate and specialized content.

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

"No Rotarian should have the impertinent idea of turning an evening meeting into an early dinner before the agenda and program have been properly completed. This is because the evening meeting is a time of fulfilling fellowship and learning, 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.

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 in their homes, clubs, businesses, industries, and communities.

Here are some concrete examples of an evening meeting program that is relevant today, taking into account Guy's main point.

● 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 as follows :

"Keynote address → Table discussion → Presentation 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 variety of outstanding colleagues, to broaden one's own insights, and to foster respect and friendship among members. It is also a very good program in terms of combining fellowship and learning.

● New Member Welcome Program

Guy Gundaker stated that during the New Member Welcome Program, the club president should talk about what Rotary and Rotarians should be.

It is also important to remind all members present of "the ideals of Rotary".

● 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.

● Visiting neighboring clubs (joint meetings), family reunions and holiday gatherings etc.

Rotary Club's Responsibilities : Attractive and Valuable Club Administration (Summary)

"Grow Rotarians" and "Enjoy Rotary" with a focus on fellowship, learning, growth, and service.

* Special requirements for the club president

- ① Preparedness, passion and leadership
- ② Trust, toleration and appreciation of officers, directors and committee chairs
- ③ Strong relationship with the club secretary
- ④ Clear policies and strategies for club meetings, officers' meetings, and directors' meetings

* Inducting 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

(Every member is "happy to participate in the service project ! ")

* Attractive and valuable regular meetings

(Every member is "happy to attend the meeting ! ")

- ① Inspiring presidential address
- ② Attractive and valuable meeting programs
 - Meetings for the ability development and mutual understanding of members
 - Meetings to help members improve their business
 - Meetings that open the door to service
- ③ Togetherness and coziness of the club (→ p43-44)

3. 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 fulfil these expectations.

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



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 a variety of settings and situations would lead to the realization of "the ideals of Rotary" to which Rotarians should be committed. (→ p45)

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

"The duties of a Rotarian as a club member" are positive acts of fellowship, integrity, and toleration by each member within the club, the primary forum for which is the club meeting.

The Duties of a Rotarian as a Club Member

- = Positive acts of fellowship, integrity, and toleration by each member within the club
- = Attendance at meetings, personal development, development of other members to be better Rotarians, and development of the club

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 Premise for Rotarians to Attend 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. (→ P13, 22, 27, 29, 47-49, 56)

Assuming this responsibility is met, 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 (confabulation, exchange of ideas, sharing of information, and discussion).

Through 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, 49)

Compared with the pioneering days of Rotary 100 years ago, when Guy Gundaker was active, today's advanced information society may make it less advantageous for us 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 to grow as a person, sometimes teaching me about the unknown world and providing me with many wonderful experiences.

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

In summary, the duties of a Rotarian at a meeting are to be diligent in personal development, the development of other members to be better Rotarians, and the development of the club.

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

He also believed that continued learning about the high ethical standards of business and the various principles of service at regular meetings would lead to personal growth and the development of our clubs, businesses, and communities. In other words, the importance of learning at meetings. (→ p14, 33, 45)

In short, learning in fellowship and fellowship in learning (Grow Rotarians & Enjoy Rotary) at regular meetings will lead to "enriching members' lives", "developing clubs, businesses, communities, and society", and "growing Rotary".

This statement is similar to the current "Object of Rotary (First)". (→ p9, 45)

Personally, I believe that this Guy Gundaker's concept is Rotary's attraction and value. Only by joining a Rotary club, attending meetings, and devoting yourself as a Rotarian will you reap the "profit" (i.e., Rotary's attraction and value) that will enrich your life. (→ p22)

This true joy of Rotary should be emphasized even more in modern Rotary.

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

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

1) The Duties of a Rotarian as a Business Owner

The Duties of a Rotarian as a Business Owner

= To learn "Rotary's high ethical standards of business and the various principles of service" y
and to put them into practice in our business lives

("the promotion of ethics in professional and commercial dealings", "the care of customers and suppliers", "the well-being of employees", and "the prosperity of business and society")

The above is one of the key features of Guy Gundaker's view of Rotary, which is that each Rotarian, as a business owner, must become a "worthy and true Rotarian" who lives a life of integrity consistent with "the ideals of Rotary" by practicing not only the high ethical standards of business but also the various principles of service. (→ p14, 45)

In other words,

The practice of "high ethical standards of business and the various principles of service" is essential to realizing "the ideal of Rotary" and becoming a "worthy and true Rotarian".

This is also in line with the idea that "learning and practicing vocational service = developing the spirit of Rotary" (what a Rotarian should be), which was the belief of many Rotarians until the second half of the 20th century. (→ p50)

In fact, Guy Gundaker stated that a Rotarian who does not live "the ideals of Rotary" in his or her daily life cannot be a "forceful teacher" of Rotary ethics. In short, a Rotarian who is a "forceful teacher" of Rotary ethics must also be a "worthy and true Rotarian".

The Importance of Trust

Guy Gundaker emphasized the importance of trust among Rotarians. (→ 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. That is why Rotarians wear the Rotary emblem. (→ p24)

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 to be 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 emphasized the importance of employee training for Rotarians as business owners. He noted that employee training is more difficult for business owners with a large number of employees than it is 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. This 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, we must not forget that educating employees in the workplace is still a very important service practice for Rotarians today in terms of business development, local human resource development, and community development.

2) The Duties of a Rotarian as an Industry Representative

The duties of a Rotarian as an industry representative

= **To serve as a representative (ambassador) of Rotary in promoting "high ethical standards and various principles of service" in the business community, contributing to its development, and improving society.**

Guy Gundaker explained that a Rotarian is not a representative of his or her business or professional association to Rotary, but rather a representative (i.e., ambassador) sent from Rotary to the business association. (→ p11, 15, 33)

Based on this thinking, he further emphasized the following :

All Rotarians should preach to their peers about the value of high ethical standards in business and the various principles of Rotary, and they should work to eliminate low standards of thought and bad business practices in their own industries. (→ p11, 15, 33)

The improvement of their industries is "Rotary's greatest opportunity for service".

This notion that the greatest opportunity for Rotarians to serve is to contribute to the development of industry was also one of the characteristics of Guy Gundaker's view of Rotary.

Rotarians' Industrial Activities in the Modern Era

Compared with Rotary's early days 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 demands the importance of governance, compliance, risk management, and corporate social responsibility (CSR).

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

In short, **improving our industry has been, and continues to be, a duty of Rotarians and an important "service opportunity" for the development of society.**

【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 for the development of its members into better citizens.

Therefore, each Rotarian educated by Rotary 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 community development
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.** (→ p45)

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.

Of course, to be a good citizen, one must have a variety of knowledge and information about the community in which one lives. Guy Gundaker noted that such knowledge and information should be gathered individually, but also 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. In addition, each Rotarian should, as a citizen, 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 a Rotarian performs as a good citizen that is of great value !"

In fact, there are many community activities in which Rotarians can play an active role, such as local guardians, child welfare committee members, scout leaders, and volunteers.



Guy Gundaker believed that Rotary should actively contribute to the community through the activities of individual Rotarians or 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 noted above, 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)

Rotarian's Duties (Summary)

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

(The positive actions of each member, filled with fellowship, integrity and toleration : attendance at meetings, personal development, development of other members to be better Rotarians, development of the club)

To attend regular meetings, to deepen fellowship and learning through interaction (confabulation, exchange of ideas, sharing of information, and discussion), and to care for and cooperate with one another so that all members may become "worthy and true Rotarians" and contribute to the development of the club, business, community, and society. (Grow Rotarian, Enjoy Rotary, Grow Rotary)

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

("the promotion of ethics in professional and commercial dealings", "the care of customers and suppliers", "the well-being of employees", and "the prosperity of business and society")

● The duties of a Rotarian as a business owner

To learn about "the high ethical standards of business and the various principles of service" and to put them into practice in the business lives of individual Rotarians.

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

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

● The duties of a Rotarian as an industry representative

To serve as a representative (ambassador) of Rotary in promoting "high ethical standards and various principles of service" in the business community, contributing to its development, and improving society.

*To contribute to the improvement and development of one's industry is

"Rotary's greatest opportunity for service".

*To Strengthen and improve 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)

To have a proper knowledge of, a strong interest in, and a deep attachment to the community, and to make a positive and valuable contribution to the community as a good citizen or as a member of business and/or civic organizations.

*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.

*It is the service a Rotarian performs as a good citizen that is of great value.

Briefly, Rotary is a movement for the betterment of the individual member, the member's business, the member's industry, and society as a whole. Therefore, Rotarians have a mission to be committed to valuable service in a variety of settings and situations throughout society. (→ p11, 19)

In essence, Guy Gundaker believed that "the ideals of Rotary" are the duties of a Rotarian, which he or she learns in Rotary and puts into practice in all aspects and areas of daily life, including personal, business, and social life. That is why he emphasized that every Rotarian must wear the Rotary emblem at all times as a symbol of integrity, trust, and service. (→ p24, 45)

We are Rotarians anytime, anywhere !

4. Togetherness and Coziness of a Rotary Club

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

*** Inspiring presidential addresses**

*** Attractive and valuable meetings filled with fellowship, learning, growth, and service**

The former, inspiring presidential addresses, will raise the morale of each member as a Rotarian, build trust and respect for the president, and bring vitality and togetherness to the club. (→ p30)

Regarding the latter, of course, the interaction among members (confabulation, exchange of ideas, sharing of information, and discussion) 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 programs are particularly important because they give members the opportunity to share their views about Rotary :

*** Member speeches** (→ p31) *** Club forums** (→ p36)

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
- Recognition and celebration of members (years of attendance, birthdays, anniversaries, etc.)

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

- Recitation and explanation of "The Object of Rotary", "The Four-Way Test", etc.
- Introducing the contents of the "Smile-Box-Deposit"
- Presenting articles from "the Rotary official magazine" and "the Governor's Monthly Letter"
- Explaining the main points of the RI Board minutes



Furthermore, because many Rotarians are busy people, the order of events and time allotments must be considered to ensure that regular meetings begin and end on time. The attention of the sergeant-at-arms (SAA) and the cooperation of members are essential to a smooth meeting.

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, and cited 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.

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.
- For visitors, the SAA, as well as members who notice them, should take them to a designated table and try to entertain them.
- Visitors should be responded to with a welcoming "Smile-Box-Deposit".

Guy Gundaker believed that the interaction among members was "what a Rotary club should be about". Of course, even today, clubs still need to be run in a way that fosters fellowship, not only in the meeting programs, but also in the interaction and caring between members. (→ p38, 49)

Although not mentioned by Guy Gundaker himself, in terms of club togetherness, Rotary meetings should be a place of relaxation, rest, peace, cheerfulness, and good fun. This is especially evident in the atmosphere of the meeting place before the meeting begins. In such a club, it is natural for members to talk about Rotary as they interact with each other. (→ p13, 29, 38)
Sometimes a fun get-together with food and drink is a good idea.

This chapter has focused not only on the responsibilities of club leaders, but also on the duties of Rotarians as club members. Hopefully, these have already become part of your club's culture, with successive presidents repeatedly reminding members of how to create a sense of club togetherness and coziness, and veteran members leading by good example.

● Proper Understanding and Practice of Club Service (→ p47-49)

To foster a sense of club togetherness and coziness, it is important that all members have a proper understanding of club service. Club service is the following collaborative effort between the club (club leaders) and its members.

- **The responsibilities of a club : the responsibilities of a Rotarian as a club leader**
Attractive and valuable club management (especially meeting management)
→ holding meetings that every members is happy to attend.
- **The duties of a Rotarian as a club member**
Positive actions by each member, filled with fellowship, integrity, and toleration
→ attendance at meetings, personal development, development of other members to be better Rotarians, development of the club.

In short, it is important for a club to foster fellowship among its members.

Togetherness and Coziness of a Rotary Club (Summary)

~ Club management that fosters fellowship, learning, growth, and service ~

- * Preparedness, passion and leadership of the club president
- * Inspiring presidential addresses
- * Attractive and valuable meetings filled with fellowship, learning, growth, and service
(Regular meetings to be a place of relaxation, rest, peace, cheerfulness, and good fun)
 - Interaction with other members
(confabulation, exchange of ideas, sharing of information, and discussion)
 - Meeting programs that deepen trust, respect, and camaraderie among members
(member speeches, club formals)
 - Ingenuity and thoughtfulness in planning and conducting events at regular meetings
(singing Rotary songs, choral recitations, 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, explaining the main points of the RI Board minutes)
 - Time allocation and punctuality of the meeting schedule
 - The dignity of the meeting maintained in accordance with the meeting rules
 - Design and care not to make new members and visitors feel alienated
 - Sometimes a fun get-together with food and drink
- * Proper understanding and practice of Club Service (→ p47-49)
 - The attractive and valuable club administration by club leaders
 - The positive actions of each member, filled with fellowship, integrity, and toleration

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

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

The ideals of Rotary

"The ideals of Rotary", as emphasized by Guy Gundaker, are a way of life with integrity (a life of service) in which Rotarians learn "the high ethical standards of business" and "the various principles of service" and put them into practice in their personal, business, and community lives.

Doing so will lead to the next two.

- **The betterment of the member's club, business and industry as a whole**
- **The betterment of the member's home, community, country and society as a whole**

The above "Principles of Service" are the very essence of Guy Gundaker's view of Rotary. At its core, of course, are the following "Duties of a Rotarian" (→ p37)

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

【 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 a Rotarian as a club member" in Guy Gundaker's "the ideals of Rotary". (→ P9, 38)

● **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". That is why Guy Gundaker's "A Talking Knowledge of Rotary", published four years later in 1916, reflected them to a great extent.

In fact, his emphasis on "ethical standards and dignity in business and professions" as one of "the duty of Rotarians a vocational person" in "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 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 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, community, country, and society as a whole". (→ P45)

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

● **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 a **variety of settings and situations** throughout society, and has a different meaning from "community service" today. (→ p18)

And the content of the preface to Resolution 23-34 (as amended in 1926), except for 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 ;

Note that some Rotarians believe that the current Object of Rotary (Third) represents Rotary's "community service", but this is not correct.

Because the current Rotary term "community service" refers to service to the local community, and it would be inconsistent to include "vocational service", which is the application of "the ideal of service" to business. (→ p18)

As an aside, what if we added "the duties of a Rotarian as a citizen of the world" to the three kinds of the Rotarian's duties listed in Guy Gundaker's "the ideals of Rotary" ? (→ p45)

Then Guy Gundaker's "the ideals of Rotary" would also be in line with today's "the Object of Rotary".

We shall remember Guy Gundaker.

* 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 citizen of the world
= today's "the Object of Rotary"

6. Contemporary Significance of Guy Gundaker

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

1) “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.

First definition of “Club Service”

“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 :

- **Each 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 statement can be found in the “Club Service” section of the 1932 Manual of Procedure.)

The former “Each individual Rotarian has a duty to the particular club of which he is a member” refers to the following words of Guy Gundaker :

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

In fact, “Club Service” in the 1932 Manual of Procedure also stated that

“The member must grow and develop in Rotary within his club, thus developing himself, his fellow members and his club”.

This means positive actions of each member, filled with fellowship, integrity and toleration. Specifically, it means “attendance at meetings, personal development, development of other members to be better Rotarians, development of the club”. (→ p38)

On the other hand, the latter “Each club has a responsibility toward the men who compose its membership” refers to the following words of Guy Gundaker :

② **The club leader’s responsibility for club administration** (→ p25-36)

“Club Service” in the 1932 Manual of Procedure stated that

“The club must encourage and aid the member in this development”.

This requires attractive and valuable club administration by the club president. That is, club operations (especially meeting operations) that focus on “fellowship, learning, growth, and service” in order to grow, support, and increase “worthy and true Rotarians”. Most important, of course, are “regular meetings that every member is happy to attend”.

Both ① and ② 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).

First Club Service as defined in the 1927 Aims and Objects Plan (Summary)

The collaborative effort of club members and club leaders (→ p44)

＝ The duties of a Rotarian as a club member

The positive actions of each member, filled with fellowship, integrity, and toleration
(attendance at meetings, personal development, development of other members
to be better Rotarians, development of the club)

＋ The club leader’s responsibilities for club administration

The attractive and valuable club administration by the club president
(holding regular meetings that every member is happy to attend)

● The Role and Renaming of the Club Service Committee

Article VIII-2 of the Model By-Laws for a Rotary Club in 1927 stated the following :

"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 short, the role of this committee 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" was renamed the "Club Administration Committee" in the 2007 Recommended Rotary Club Bylaws, and its role was also amended to

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

On reflection, the name "Club Service Committee" could be misleading as if this committee were responsible for all aspects of club service. Therefore, I believe it is appropriate to change the name to the "Club Administration Committee". (Note that the role description has been missing from the Rotary Club Constitution and Bylaws since 2013.)

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". Since then, the definition has remained unchanged until 2024.

● 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, as the above description does not explain "action" and "function", the specifics are not clear. At the very least, new members won't know what it means.

As a follower of Guy Gundaker, I believe that **the former "action"** should be divided into the following two categories :

- ① The duties of a Rotarian as a club member (→ p37-38, 44, 47)
(The positive actions of each member, filled with fellowship, integrity, and toleration)
- ② The club leader's responsibility for club administration (→ p25-36, 44, 47)
(The attractive and valuable club administration by the club leaders)

On the other hand, I believe that **the latter "function"** is to effectively manage the club 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.

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 of fellowship, integrity, and toleration taken by each member within the club, and the attractive and valuable administration of the club by the club leaders, in order to grow, support, and increase "worthy and true Rotarians".
(or in order to achieve the club purposes #.)

(# the club purposes : Article 3 of the Standard Rotary Club Constitution)

Today, some Rotarians seem to confuse "Club Service" with club administration. (→ p18)

But since 1927, when the term "Club Service" was first used, it has meant the collaborative efforts of club members and leaders. Needless to say, the more fulfilling and collaborative the effort is, the more it creates a sense of togetherness in the club and fosters the "engagement" of club members.

Thus, a proper understanding and practice of club service will result in the two things :

- **Clubs filled with "Grow Rotarians" and "Enjoy Rotary"** (→ P56)
- **Clubs full of "Rotary's attraction and values"** (→ P22)

In such a wonderful club, no member would want to leave. (→ P30. 56)

Reference 7 : DEI and Toleration

DEI (Diversity, Equity, Inclusion) is a term often used today 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".

Rotary also encourages clubs to be flexible and sustainable, with a club strategy and membership plan that addresses members' needs and expectations while incorporating DEI into club operations. In fact, the description of Club Service in the Avenues of Service section of "My Rotary" on the Internet states that DEI involves "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 collaborative effort between club members and club leaders. In other words, in order to achieve a DEI-filled organization, it is necessary to ensure that this collaboration works well.

Of particular importance is the spirit of "toleration" that each member should possess. In Rotary, it is easy to revitalize a DEI-oriented club when each member demonstrates a spirit of toleration. Above all, the spirit of toleration is the basis of human interaction. In a club, each Rotarian is valued, and there should be no logic of exclusion. It must already be the "culture of the club".

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



In other words, DEI is not new or difficult. It is, and always has been, about being a Rotarian filled with fellowship, integrity, toleration, and the Rotary spirit.

【2】 “Vocational Service” and Guy Gundaker ~~~~~

1) “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.

First definition of “Vocational Service”

“The Aims and Objects Plan (Pamphlet No. 3)”, officially published by RI in 1931, states the following :

“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.”

It also stressed that each Rotarian must promote the development of his or her industry.

The above is consistent with the following ‘Guy Gundaker’s view of Rotary’. (→ p39-40)

The duties of a Rotarian as a vocational person

= To learn about “the high ethical standards of business and the various principles of service” and to apply them in the business life and in the business community of individual Rotarians for the betterment of business, industry, and society.

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.”

As a result, the following ideas were ingrained in Rotary’s subsequent history until the late 20th century. (→ p39)

*** Vocational Service is the mainstream and foundation of Rotary.**

*** The spirit of Rotary is acquired through learning and practicing vocational service.**

In the 21st century, however, Vocational Service has come to be recognized as one of the practices of the “Ideal of Service”. It is fair to say that the following ideas are rather more common today.

*** The foundation of Rotary is the ideal of Service.**

In other words, the “way of life of service” itself has become more important, and the main focus has shifted to Guy Gundaker’s “the ideals of Rotary”. (→ p45-46)

● 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)”, published in 1931, 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 in Vocational Service until the second half of the 20th century.

And, of course, they are still important to business owners with integrity.

For this reason, many Rotarians may sympathize with or agree with the use of the word “vocation” rather than “occupation”.

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

① **The Role of the Club Vocational Service Committee**

This committee's role was specified at the time in Article VIII, Section 3 of the 1931 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 the Club Vocational Service Committee**

This committee's activities (programs) were specified in "The Aims and Objects Plan (Pamphlet No.3) " of 1931 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) **The contribution to Society through vocational skills and talents**

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. (The content was the same as the 2007)

*** 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 was added to the form of the content of vocational service (1 and 2 above) until 1987, with **the addition of “3. the contribution of one's professional talents to the problems and needs of society”**. Subsequently, this 3. similar phrase was also used in the following statements.

- 1989 Declaration for Rotarians in Businesses and Professions
- 2011 Rotary Code of Conduct (revised in 2014)
- 2014 Rotarian Code of Conduct (revised in 2016, 2019, and 2023)
- 2016 Standard Rotary Club Constitution Article 6-2

In other words, since 1987, R I has strongly promoted "contributing to society through vocational skills and talents" as one of the activities of Vocational Service.

In today's Rotary, the club vocational service committee is also charged with developing and implementing service projects that utilize the vocational skills and talents of club members.

(→ p51 : Article 6-2 of the Standard Rotaract Club Constitution, as revised in 2016)

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 want them 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 "the contribution 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, should it not be understood that making a more fulfilling and valuable contribution to society through the use of professional skills and talents is a natural service for a Rotarian in vocation, similar to the duties of a Rotarian “as a business owner” and “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, this has now been supplemented by the addition of "the contribution to society through vocational skills and talents", which is stated as follows :

"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".

● Club's Vocational Service Committee in the 21st century

① The Role of the Club Vocational Service Committee

Since the 2007 Recommended Rotary Club Bylaws, there is no mention of the role of this committee, but it is safe to assume that this committee's role is essentially the same as that described in the Recommended Rotary Club Bylaws, 1931-2004. (→ p51)

② The Specific Activities (Programs) of the Club Vocational Service Committee

This can be regarded as an addition to the existing "Specific Activities of the Vocational Service Committee" to "Develop and implement project work appropriate to community service through vocational skills and talents". (→ p52)

Today, this added content seems to be the main activity of this committee worldwide.

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

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

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**

However, since the 1987 Statement on Vocational Service was issued, it is safe to assume that "the contribution to society through vocational skills and talents" has been added to the above Vocational Service. Thus, Vocational service in the 21st century can be summarized as follows :

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

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**

It is important to note that even with the new addition of "the contribution to society through vocational skills and talents", Vocational Service is still "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 the way Rotary senior leaders explain Vocational Service varies 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 of 2006 (Article 6-2)".

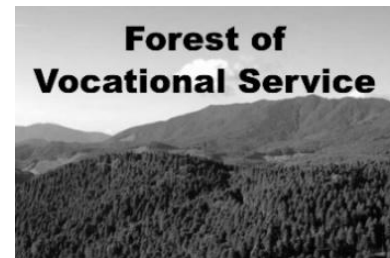
Understandably, this can be confusing for the audience. A common trait of these senior Rotarians is that they explain Vocational Service as if it were one big tree.

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 in the sun 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 A F Sheldon's Service Principles (②③), as shown below :



① Vocational ethics

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

② Applying the ideal of service to business (vocation = service to society) : by A F Sheldon

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

③ Best business methods for customer acquisition : by 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

In fact, "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", as described in "The Aims and Objects Plan (Pamphlet No. 3)" in 1931, and the content of "The Standard Rotary Club Constitution (Article 6-2)" which is the current official definition of Vocational Service, also correspond to any of the above tree groups.

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

If we were to give this "Forest of Vocational Service" a name, it would be, needless to say, "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's 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 the terminations, approximately 50,000 (about 30% of all terminations) occurred within the first two years of membership and approximately 118,000 (about 70% of all terminations) occurred within the first five years of membership.

In short, there are so many members who join Rotary but leave within a few years. Perhaps not a few members did not find Rotary attractive or valuable, their expectations turned to disappointment and they left. Is it because service activity is not enough ? Or is it because Rotary's public image is not good enough ? I don't think so.

The current qualifications for Rotary club membership are, simply put, adult leaders in business, professions, and/or communities who are respected and willing to serve. (→ p6)

In addition to these membership requirements, the recent R I slogan, "A Diverse and Active Club" should also be considered. Specifically, the slogan encourages people from diverse backgrounds to experience Rotary, because the diversity of people in the community brings fresh perspectives and ideas to the club, and strengthens its presence. (→ p27)

So how do we ensure that those who deserve this slogan and who 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 consider 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 R I. 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 for existing members.

2) What should Rotary clubs remember on a regular basis ?

Let's consider what "Rotarians who have actually been in the club for more than 10 years" have in common. When 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 in Rotary and the Rotary world. (Enjoy Rotary).

Surprisingly, these all fit into "Guy Gundaker's view of Rotary".

① and ② are common to the current qualifications for Rotary club membership. (→ p6)
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.

However, even if a person who meets criteria ① through ④ above joins a Rotary club, he or she will leave if the club is not attractive and valuable. Therefore, it is imperative that the club president have the preparedness, passion, and leadership skills to ensure that club service is fulfilling and meetings are attractive and valuable. (→ P13, 22, 29, 37, 47-49)

DEI (Diversity, Equity, Inclusion) is also an effective way to ensure fellowship among members of diverse fields 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)

It must also 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 ? ". This is why the club president's address, member speeches, and Rotary education (especially club forums) at meetings are so 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 important. (→ p43-44)

With this in mind, the club president should take the opportunity to talk to members who are frequently absent or have been members for less than a few years. (→ P30)

Membership Growth (Summary)

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

- * The recruitment of persons of high integrity from diverse fields who are worthy of being Rotarians
- * Well-rounded club service and attractive, valuable meetings
 - The positive actions of club members in fellowship, integrity, and toleration
 - Attendance at meetings, personal development, development of other members to be better Rotarians, and development of the club
 - Regular meetings that every member is happy to attend
 - The club with a culture of "Toleration" that promotes DEI (Diversity, Equity, Inclusion)
- * The club where each member can tell the value of Rotary and the need for membership growth
- * The club with enough togetherness and coziness
- * Interviews with members who are frequently absent or have been members for fewer years

【4】 “Rotary Today” and Guy Gundaker ~~~~~

Now, for those of you who have read this commentary book so far, I would like to ask you the following question :

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

On the contrary, I believe it is a valuable view of Rotary that still shines brightly today.

Guy Gundaker's view of Rotary should be held in high regard in Rotary 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 of modern Rotary - fellowship, integrity, diversity, service, and leadership - were 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 summarized 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, was changed to "JOIN LEADERS, EXCHANGE IDEAS, TAKE ACTION" since 2014.
- Both slogans reflect Guy Gundaker's view of Rotary.



All of these things convince us that the value of Guy Gundaker's view of Rotary should still be highly valued 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 growth of their personality and the 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 believe that they are important for Rotary in the 21st century.

In particular, I feel strongly that ①, ④, and ⑤ should be emphasized more than ever in Rotary today.



Well, RI's recent efforts have focused on the following five goals :

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 RI is currently endeavoring to "Grow Rotary".

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

Personally, I think it is important to foster "engagement" among club members. (→ P49)

This requires a proper understanding and practice of Club Service. In particular, I believe that the following two things should be the backbone of a Rotary club.

- **Clubs filled with “Grow Rotarians” and “Enjoy Rotary”** (→ P56)
- **Clubs full of “Rotary's attraction and values”** (→ P22)

When these two backbones are strong and secure, the "engagement" of club members increases, which invariably leads to "Grow Rotary".

The current wave of change in Rotary has made it possible for clubs to operate in a variety of ways, including meetings without meals, online meetings, service-oriented clubs, and corporate clubs. While this is desirable, even in these clubs, if the two backbones are weak, membership motivation will soon wane, and this will not lead to “Grow Rotary”.

The specific actions required for these two backbone elements are outlined below.

- **Rotary Club's Responsibilities (Summary)** (→ P36)
- **Rotarian's Duties (Summary)** (→ P42)
- **Togetherness and Coziness in the club (Summary)** (→ P44)
- **Membership Growth (Summary)** (→ P56)

A Rotary club that fully meets these requirements will have more members who will never leave Rotary and who will grow up to be "worthy and true Rotarians". (→ P49, 56)

As Guy Gundaker said, the more "worthy and true Rotarians" there are, the better the world will be. This, of course, brings us closer to achieving the above five "Grow Rotary" goals that RI has identified as important.

In summary, as follows :

- * Guy Gundaker's view of Rotary is also important for "Grow Rotary" in the 21st century.
- * "Grow Rotarians", "Enjoy Rotary", and “Rotary's attraction and value” are the key words for "Grow Rotary".



I believe that we Rotarians should strive to become such Rotary clubs, and that RI should focus more of its efforts on promoting such Rotary clubs.

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 personally use the two above in my speeches as follows :

- Above ① is **"Explanation for Members" as Rotary information**
- Above ② 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. In fact, I personally believe that they are the essence (unchanging value) of Rotary.

Guy Gundaker's thoughts on what Rotary should be

In a Rotary club, it is **"a place of 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"**.

Needless to say, however, there are many more aspects to Rotary today than there were in Guy Gundaker's day. So much so that if Guy Gundaker were alive today, he would probably describe today's Rotary as follows :

The Definition of Rotary (2)

Rotary, which through the spirit and practice of service grows, supports, and increases "worthy and true Rotarians," is a worldwide organization of diverse business, professional, and community leaders who strive for integrity, toleration, fellowship, learning, and personal development, who are dedicated to the improvement of their clubs, businesses, and industries, and who contribute to the well-being of their families, friends, workplaces, communities, and the world.

(My own document, based on "Guy Gundaker's view of Rotary" and incorporating current RI policy.)

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.

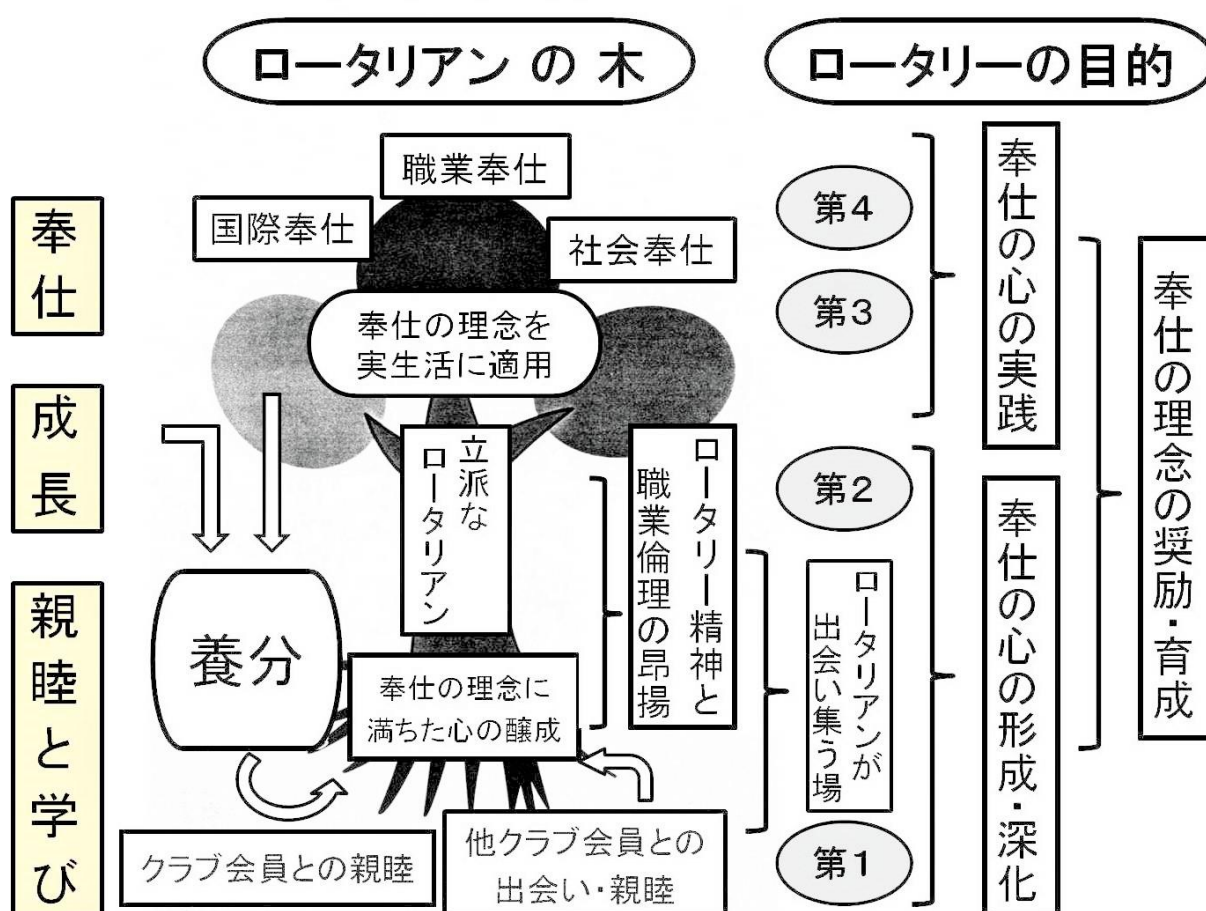


What is Rotary ? : The Most Concise Definition of Rotary (3)

Rotary is a worldwide organization in which selected and diverse leaders gather,

- ① on the basis of fellowship and learning,
- ② to grow "worthy and true Rotarians", and
- ③ 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 only this part is written in Japanese for notational convenience.

- *The greatest reason for Rotary's growth in the more than 100 years since the beginning of the 20th century is Rotary's attraction and value created by "Grow Rotarians" and "Enjoy Rotary".
- *Club members, strive to be "worthy and true Rotarians" ! (Grow Rotarians)
- *Club presidents, prepare meetings that every members is happy to attend ! (Enjoy Rotary)

The more "worthy and true Rotarians" there are, the more Rotary will grow and the better the world will be. We Rotarians in the 21st century must also carry on the same spirit.

Postscript

In 1971, the first Japanese translation of "A Talking Knowledge of Rotary" was published by Kensuke Kobori, one of my favorite Rotarians. In later years, Kobori also said that he hoped to one day systematically compile "Guy Gundaker's view of Rotary" itself and assert it as the essence of Rotary in the history of the Rotary movement. He believed that this would be of great value to the proper understanding and development of Rotary. I never dreamed that I would inherit and shape his aspirations. All I can say is that his passion for Rotary has been passed on to me.

Rotary is an organization of elected leaders from diverse backgrounds who, through attractive and valuable club operations, seek to fellowship with like-minded individuals in a spirit of mutual respect and trust, to learn the ideal of service, and to apply it in their homes, clubs, businesses, industries, and communities, leading to personal growth and pride, and the betterment of society as a whole.

This is what Rotary has been throughout the 20th century and is the essence of "Guy Gundaker's view of Rotary". Because we have grown, supported, and increased the "worthy and true Rotarians" who are filled with "Rotary Spirit", "Grow Rotary" has been steady. In fact, from the post-World War II period through the end of the 20th century, the number of Rotarians worldwide steadily increased.

Since the beginning of the 21st century, however, the number of Rotarians has remained at about 1.2 million. This is because, although more than 100,000 people join Rotary each year, many of them leave Rotary within a few years. Why is that ?

Now is the time to reaffirm the original "Rotary Spirit" that has been altered (lost) in the pursuit of Rotary's development in the 21st century. Otherwise, we cannot continue on the path of "Grow Rotary".

If Guy Gundaker and Kobori were alive today, they would probably share this concern. Therefore, we must instill in our new members "Guy Gundaker's view of Rotary" and entrust them with a bright future for Rotary. The key words, of course, are "Grow Rotarians" and "Enjoy Rotary".

The 1946 American film "It's a Wonderful Life" showed how living an honest life can make friends, build 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" that 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, Eisuke Saito, and Hiroshi Suzuki for their invaluable assistance in editing and publishing this book. Of course, if I had not joined Rotary, I would never have known Guy Gundaker or met these three and many other esteemed Rotarians. Needless to say, this commentary would never have been published.

Blessings on Rotary's Future !

April 3, 2025 Issaku Suzuki

Rotary

Rotary is a worldwide organization in which selected and diverse leaders gather,

- ① on the basis of fellowship and learning,
- ② to grow "worthy and true Rotarians", and
- ③ 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 oneself, one's club, one's business, one's industry and society as a whole

Benefit (Rotary's Attraction and Value)

- The joy of being in the company of trustworthy, respectful, and like-minded Rotarians
- The joy of sharing a time of fellowship and learning with other Rotarians
- The joy of business development (valuable professional enlightenment and improvement)
- The joy of service (opportunities to foster, enhance and practice the spirit of service)
- The joy of relief, relaxation, and self-affirmation (togetherness and coziness of a Rotary Club)
- The joy of inspiration, success, leaps forward, admiration and social development
- The joy of learning how to develop humanity and live a worthwhile life

Duties

- The Duties of a Rotarian as a Club Member
(attendance at meetings, personal development, development of other members to be better Rotarians, and development of the club)
- The Duties of a Rotarian as a Vocational Person
- The Duties of a Rotarian as a Member of the Community
- Respond and do your part when called upon (Rotarians' creed : Yes, with pleasure)
- 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). ~

ISSAKU SUZUKI (Ophthalmologist)

Born 16 October 1955

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 (RI Training Leader)
- 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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Rotary
District 2800

