MINUTES
of the
OCTOBER 2014 MEETING
of
THE ROTARY FOUNDATION
TRUSTEES
* * * * * * * *
DATE AND PLACE
The Rotary Foundation Trustees met on 20–24 October 2014 in Evanston, IL, USA

ATTENDANCE
Present were Chairman John Kenny, Chairman-elect Ray Klinginsmith, Vice-Chairman Michael K. McGovern, other Trustees Kalyan Banerjee, Noel A. Bajat, Sushil Gupta, Antonio Hallage, Jackson San-Lien Hsieh, Paul Netzel, Samuel F. Owori, Ian H.S. Riseley, Julio Sorjús, Sakuji Tanaka, Young Suk Yoon, and General Secretary John Hewko. P.T. Prabhakar attended as director liaison. Trustee Monty J. Audenart was unable to attend the meeting.

Andrew McDonald served as secretary of the meeting with assistance from Laura Roel and Matt Hohmann. Other staff present were Michele Berg, Joseph Brownlee, Lori Carlson, Abby McNear, John Osterlund, Carol Pandak, James Robinson, Eric Schmelling, and Dave Stumpf. Nobuko Andrews, Hyun-Jung Lee, and Misa Mais served as staff interpreters.

AGENDA
The general secretary had prepared a memorandum of items for consideration at this meeting. Items from that memorandum, as well as other items considered during the meeting that were acted upon, constituted the meeting's agenda as follows:
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* Filed only with the official copy of these minutes.
1. **Minutes of the June 2014 Meeting**

*Statement:* The general secretary distributed the June 2014 Trustees meeting minutes to each trustee.

*DECISION:* The Trustees approve the minutes of their June 2014 meeting and request the chairman to sign the official copy of those minutes.

2. **Decisions Taken on Behalf of the Trustees**

*Statement:* Rotary Foundation Bylaws section 5.10 states that any officer acting on behalf of the Trustees shall report such action to the Trustees at their next scheduled meeting.

*DECISION:* The Trustees ratify the decisions as shown in Appendix A, the complete copy of which is filed only with the official copy of these minutes, taken on their behalf between 19 April and 31 August 2014 by those authorized to do so.

3. **Report of the General Secretary**

*Statement:* The general secretary presented an update on the work at the Secretariat since the June 2014 Trustees meeting.

*DECISION:* The Trustees receive the general secretary’s report on the activities at the Secretariat.

4. **Report of The Rotary Foundation General Manager and Chief Programs and Member Services Officer**

*Statement:* The Foundation general manager and chief programs and member services officer presented a report to the Trustees on activities of The Rotary Foundation since the June 2014 Trustees meeting.

*DECISION:* The Trustees receive the report of the Rotary Foundation general manager and the chief programs and member services officer on the activities of The Rotary Foundation.

5. **Communications from the RI Board**

*Statement:* At its “July” meeting, the Board took several decisions of interest to the Trustees.

*DECISION:* The Trustees note the following decisions from the RI Board’s first meeting in 2014–15, held on 6–7 June 2014:

4. 2015–16 Rotary Institute Site and Date Approval
6. RI and TRF Meetings in 2014–15
8. Presidential Goals for 2015–16
15. Rotary Award of Honor
21. Rotary Foundation Programs Budget for 2014–15

6. **Tentative Future Agenda**

*Statement:* Trustee procedures require at each meeting the submission of a tentative agenda for the next Trustees meeting.

*DECISION:* The Trustees receive the tentative agenda for their January 2015 meeting.

7. **Election of Officers for 2015–16**

*Statement:* Rotary Foundation Bylaws section 5.2 provides that the Trustees’ chairman-elect and vice-chairman shall be annually elected by the Trustees for a one-year term. The Trustees had previously agreed to elect their officers at the October meeting to allow sufficient time for the officers to prepare for their term of office.

*DECISION:* The Trustees

1. elect Trustee Kalyan Banerjee as their chairman-elect to serve during 2015–16 as an officer of The Rotary Foundation of Rotary International, an Illinois not-for-profit corporation;

2. elect Trustee Paul A. Netzel as their vice chairman to serve during 2015–16 as an officer of The Rotary Foundation of Rotary International, an Illinois not-for-profit corporation.

8. **Meeting Dates in 2015–16**

*Statement:* Rotary Foundation Code of Policies section 2.040.1 provides that the annual Trustees meeting shall be held in October. The Rotary Foundation Bylaws section 4.2 provides that the Trustee chairman shall designate all other Trustee meetings.

*DECISION:* The Trustees

1. agree to hold their annual meeting on 5–9 October 2015 in Evanston, Illinois, USA;

2. request their chairman to decide the details of this meeting and the dates of all other meetings in 2015–16.
9. Foundation Priorities and Goals

Statement: The Trustee chairman develops annual Rotary Foundation goals. Chairman-elect Klinginsmith expressed concern that a single year emphasis on goals does not allow sufficient time to make progress on the goals. He consulted with Chairman-elect Banerjee and Past President Tanaka about developing three-year priorities.

DECISION: The Trustees

1. to provide for more continuity and better planning for Foundation objectives, agree to select up to four priorities to be addressed over a three-year cycle;

2. adopt the following priorities for the three years, beginning 1 July 2015 and ending 30 June 2018:
   1. End polio – now and forever
   2. Strengthen Rotarians’ knowledge, engagement, and financial support of The Rotary Foundation
   3. Increase the quality and impact of Rotary’s humanitarian service efforts through Foundation grants and the six Areas of Focus
   4. Enhance the image and awareness of the Foundation’s record of achievements – particularly the success of PolioPlus and its 100-year record of doing good in the world

3. approve the 2015–16 annual goals for each of the priorities as shown in Appendix B;

4. request the general secretary to prepare necessary amendments to the Rotary Foundation Code of Policies to reflect the new three-year priorities, for report at the January 2015 Trustees meeting.

10. TRF Centennial Logo

Statement: The TRF Centennial Celebration committee reviewed various potential Foundation centennial logo designs developed by the general secretary. This item was initially presented to the Trustees at their April 2014 meeting and was subsequently withdrawn. Trustee chair-elect Klinginsmith requested that this be presented again to the Trustees at this meeting.

DECISION: The Trustees

1. thank the committee for its report;

2. agree to shorten the name of the committee to “TRF Centennial Committee”;

3. approve the new Rotary Foundation centennial logo as shown in Appendix C, and request the general secretary to use the new logo in publications and stationery where appropriate;

4. approve the following initial TRF Centennial Goals developed by the committee:
   a. Increase public awareness of The Rotary Foundation;
   b. Recognize major achievements related to TRF programs;
   c. Celebrate by staging activities at both the 2016 and 2017 RI Conventions and at all zone, district, and multidistrict meetings in 2016–17;
   d. Reach all-time high contribution levels in 2016–17 for the Annual Fund, PolioPlus Fund, Endowment Fund, and Rotary Peace Centers Major Gift Initiative;

5. encourage the committee to continue developing its strategies for achievement of the centennial goals as shown in Appendix D;

6. request the RI Board to submit a proposed resolution to the 2016 Council on Legislation to recognize the centennial anniversary of The Rotary Foundation and offers the proposed resolution as shown in Appendix E, filed only with the official copy of these minutes, for the Board’s consideration.

11. Proposed TRF Committee Structure for 2015–16

Statement: Rotary Foundation Code of Policies section 2.020.2. requests the chairman-elect, in order to comply with Foundation Bylaws section 6.1, to submit a proposed committee structure for the following year to the Trustees for review at their October meeting.

DECISION: The Trustees

1. thank their chairman-elect for submitting the proposed committee structure for 2015–16 as shown in Appendix F, filed only with the official copy of these minutes;

2. request the general secretary to prepare any necessary amendments to the Rotary Foundation Code of Policies to accommodate the proposed 2015–16 committee structure, for review by the Trustees at their January 2015 meeting.
12. Earlier Timeframe for Appointment of TRF Committees

Statement: Chairman-elect Klinginsmith noted significant differences in the appointment of TRF committees and the appointment of RI committees. The Trustees discussed differences between the RI and TRF bylaws and Codes of Policies, and further discussed strategies for making the TRF committees appointment process more transparent.

DECISION: The Trustees

1. agree to the following procedures for future TRF committee appointments:
   - All committee appointments should require the approval or consultation of the trustees.
   - The trustee chair should be an *ex officio* voting member of all TRF committees.
   - The committee structure for the following year submitted for approval by the Trustees in October should show the number of members for the respective committees and the term of membership as mandated by Rotary Foundation Bylaws section 6.1.
   - Following approval of the committee structure for the following year, the current and incoming Trustees should have an opportunity to make recommendations for persons to be considered for the known vacancies. Accordingly, the current provision for earlier recommendations should be amended.
   - The trustee chair-elect should provide to the trustees at least one week before their January meeting a list of the persons tentatively selected for all of the committee appointments for the following year. If there are concerns or objections offered by the current or incoming Trustees, then the chair-elect should seek to resolve the concerns before submitting the list of appointments to the trustees for approval at the January meeting.
   - Following approval of the committee appointments by the Trustees at their January meeting, the chair-elect should proceed to invite the listed persons to serve on their respective committees.
   - If any of the persons approved by the Trustees decline their invitations to serve on the designated committees, the chair-elect may select alternate members to serve by notifying the Trustees of the selected replacements. If there are no concerns or objections received from any of the Trustees within one week, then the alternates may be invited to serve on the committees. If there is a concern or objection received from one or more Trustees within the one week period, then the chair-elect may choose another alternate and submit his or her name to the trustees, or the chair-elect may proceed with the appointment with the approval of his or her successor as the chair-elect.

2. request the general secretary to prepare the necessary proposed amendments to the Rotary Foundation Code of Policies to implement these procedures, for review by the Trustees at their January 2015 meeting.

13. Expansion of the TRF Programs Committee

Statement: Noting additional responsibilities assumed by the Programs Committee resulting from the phase-out of the Future Vision Committee, Chairman-elect Klinginsmith proposed that the composition of the Programs Committee be amended to include three Rotarians who are acknowledged experts in the field.

DECISION: The Trustees

1. agree to expand their standing Programs Committee from four to six members, comprising three trustees serving staggered, multi-year terms, and three non-trustee Rotarians serving staggered, three-year terms, effective 1 July 2015;

2. agree that the non-trustee Rotarians on the Programs Committee shall have significant experience in Foundation programs and be current or recent (within the past three years) district Rotary Foundation chairs or regional Rotary Foundation coordinators at the time of their appointment to the committee;

3. recommend their chairman-elect appoint a former member of the Future Vision Committee to serve as an adviser to the 2015–16 Programs Committee;

4. agree to schedule Programs Committee meetings twice a year at RI headquarters before Trustees
meetings and separate from the Trustee committee meetings scheduled during the Trustees meetings.

14.  **Reorganization of Joint Committee on Partnerships**

*Statement:* In reviewing the Joint Committee on Partnerships’ recent work and noting the significant potential for developing new partnerships, RI President-elect Ravindran and Trustee Chairman-elect Klinginsmith worked with the current committee chairman, Past Trustee Steve Brown, on a reorganization proposal of the committee that could most effectively facilitate developing these potential partnerships.

**DECISION:** The Trustees

1.  expand the Joint Committee on Partnerships from seven to nine members, comprising two trustees, two directors, and five non-trustee/director experts. The current directors and trustees will be appointed for one-year terms and the five other members will be appointed for three-year, staggered terms;

2.  agree that
   a.  appointment of the new members, including the chair, and the vice chair of the committee, will be made jointly by the trustee chair and the RI president for the year in which the committee will function;
   b.  the five members to serve on the committee, who are not current directors or trustees, shall have the following attributes:
      1)  Demonstrated interest in Rotary;
      2)  Extensive knowledge of international development issues;
      3)  Experience in developing and working with partner organizations;
      4)  Ability to network and to identify and cultivate significant partners for Rotary;
      5)  Willingness to commit time and effort to Rotary, including participation in committee meetings;
   c.  the Joint Committee on Partnerships should meet at least twice during 2015-16 at times selected jointly by the Trustee chair and the RI president.

3.  request the RI Board to concur with this decision.

15. **Selection of 2014-15 Distinguished Service Award and Alumni Awards Recipients**

*Statement:* The Trustees annually recognize up to 50 Rotarians worldwide for their outstanding efforts on behalf of The Rotary Foundation with the Distinguished Service Award. The Trustees also annually recognize one outstanding Rotary Foundation alumnus and one exemplary alumni association.

**DECISION:** The Trustees

1.  select the Rotarians listed in Appendix G, filed only with the official copy of these minutes, to receive the 2014–15 Rotary Foundation Distinguished Service Award;

2.  select the individuals recommended by the selection committee as the 2014–15 primary recipient and alternate recipient of The Rotary Foundation Global Alumni Service to Humanity Award, as shown in Appendix H, filed only with the official copy of these minutes;

3.  request the general secretary to notify the award recipient and confirm the recipient’s commitment to receive the award at the 2015 RI Convention in São Paulo, Brazil;

4.  authorize the general secretary, on behalf of the Trustees, to designate the alternate as the award recipient if the primary award recipient cannot make the commitment to receive the award at the RI Convention and provided that no special circumstance could be identified to grant an exception;

5.  select the alumni association recommended as the 2014–15 recipient of The Rotary Foundation Alumni Association of the Year Award, as shown in Appendix I, filed only with the official copy of these minutes;

6.  request the general secretary to notify the award recipient and confirm the association’s commitment to receive the award at the 2015 RI Convention in São Paulo, Brazil.

16. **Rotary Foundation Strategic Planning**

*Statement:* In decision 101, April 2014, the Trustees requested the general secretary to review the desirability of establishing a Rotary Foundation Strategic Planning
Committee, or other options for its strategic planning, for report at this meeting.

**DECISION:** The Trustees

1. receive the general secretary’s analysis of strategic planning committee options for The Rotary Foundation, as shown in Appendix J, filed only with the official copy of these minutes;

2. defers further consideration of Rotary Foundation strategic planning committee options to its April 2015 meeting.

**17. Revised Strategic Plan Priorities, Goals, and Measures**

*Statement:* The Board, at its June 2014 meeting, approved the Strategic Planning Committee’s suggested revisions to the Strategic Plan priorities, goals, and measures and requested the Trustees to support this revision. The Trustees deferred consideration of this item to this meeting. The general secretary also presented a revised set of measures for the Trustees’ consideration.

**DECISION:** The Trustees

1. support the revised Strategic Plan priorities, goals, and measures (as approved by the Board in its decision 122, May 2014), as Rotary’s strategic plan, and further support the implementation of the planning and prioritization process for RI and TRF;

2. note that the RI Board, at its October 2014 meeting, will complete the measures as reviewed by the RI Strategic Planning Committee;

3. pending approval by the RI Board, endorse the framework of measures of the strategic plan as shown in Appendix K;

4. request an interim report on the measures at their April 2015 meeting and a full report of the indexes at their October 2015 meeting, based on data collected during the 2014–15 Rotary year;

5. request the general secretary to report on the progress of the measures and indexes at future Trustees meetings as appropriate.

**DECISIONS 18–20**

**Rotary Peace Centers Major Gifts Initiative Committee Report**

The Rotary Peace Centers Major Gifts Initiative Committee met on 8–9 September 2014 in Evanston, Illinois, USA and made several recommendations to the Trustees.

**18. Fundraising Goal and Action Plan**

*Statement:* In decision 36, October 2005, the Trustees adopted a long-term fund development plan to raise US$95 million in named and endowed support to cover the Rotary Peace Center annual expenses by 30 June 2015. In decision 121, April 2013, the Trustees increased the goal to US$125 million by 30 June 2015. The committee suggested an operating plan for the major gifts initiative and further noted necessary clarification to the Peace Centers naming opportunities.

**DECISION:** The Trustees

1. acknowledge and deeply appreciate the generosity of donors who have provided approximately US$104.6 million (face value) as of 30 June 2014 to support the Rotary Peace Centers program;

2. agree to the goal of raising $125 million (face value) in total contributions and commitments to the Rotary Peace Centers through 30 June 2015;

3. approve the operating plan to build support for the Rotary Peace Centers major gifts initiative;

4. agree to reconsider the Rotary Peace Centers naming opportunities to reflect financial consistency in the various levels of donations.

**19. Goal Increase**

*Statement:* The Rotary Peace Centers Major Gifts Initiative Committee noted that it is likely the current $125 million goal will be met by 30 June 2015 or shortly thereafter. The Rotary Peace Centers Major Gifts Initiative therefore suggested the goal be increased to $150 million by 30 June 2017.

**DECISION:** The Trustees

1. note that the market value of funds endowed for Rotary Peace Centers, exclusive of expectancies and commitments, was US$53 million on 30 June 2014;

2. note that including bequests and commitments, the Rotary Peace Centers Major Gifts
Initiative will likely attain its $125 million goal by 30 June 2015, or shortly thereafter;

3. acknowledge that the cost to fully endow the direct expenses of the existing six Rotary Peace Centers is between $144 and $180 million based on current estimates, and acknowledge that the spendable earnings are calculated only on contributions that are realized and invested in the Foundation’s endowment portfolio;

4. confirm their interest in encouraging major gifts and commitments, with an emphasis on support at the $100,000 or more level, to endow the program;

5. reaffirm their decision 92, October 2000, which declared the Rotary Peace Centers to be a major educational priority for The Rotary Foundation;

6. establish a new goal of $150 million by 30 June 2017 for cash and commitments to support funding up to 100 Rotary Peace Fellows and related expenses annually.

20. Restricting Endowment Fund Future Earnings to the Rotary Peace Centers Program

Statement: The Rotary Peace Centers Major Gifts Committee suggested that the Trustees restrict future earnings from the Endowment Fund to the Rotary Peace Centers Programs.

DECISION: The Trustees defer consideration of restricting the Endowment Fund’s future earnings to the Rotary Peace Centers Program to its January 2015 meeting.

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DECISIONS 21–22
Rotary Peace Centers Committee Report

The Rotary Peace Centers Committee met on 30 September–3 October 2014 in Evanston, Illinois, USA and made several recommendations to the Trustees.

21. Rotary Peace Centers Committee Update

Statement: The Rotary Peace Centers Committee discussed applicants that were denied endorsement by local clubs, outreach to local clubs and districts, and a book that is being written to provide an academic perspective of the Rotary Peace Centers Program, among other topics.

DECISION: The Trustees

1. thank the Rotary Peace Centers Committee for its report;

2. agree to allocate up to US$2 million (based on current projections) from the World Fund for the 2015–16 TRF programs budget to supplement district designated fund allocations, restricted gifts, and Rotary Peace Centers endowment fund earnings and to fund up to 50 masters’ degrees and up to 50 professional development certificate Rotary Peace Fellowships;

3. request the general secretary to prepare a strategy for developing a long-range plan for the Rotary Peace Centers program, including the potential addition of new Rotary Peace Centers, for report at the October 2015 Trustees meeting;

4. request the general secretary to update the Rotary Foundation Code of Policies Article 13 to reflect the current practices and procedures of the Rotary Peace Centers program, for report at the January 2015 Trustees meeting;

5. request the general secretary to report on the budget and resources required to implement

   a. a fully integrated, online Rotary Peace Fellow application for implementation for the 2017–18 application cycle;
   b. a technology-based process to match potential Rotary Peace Fellow applicants with endorsing clubs and districts

   for report at the January 2015 Trustees meeting;

6. agree that Rotary Peace Fellow alumni who have completed the master’s degree program shall be eligible to apply to the Rotary Peace Fellowship professional development certificate program after five years of graduating from the master’s program;

7. agree that all Rotary Peace Fellow applications are due to the sponsoring district no later than 31 May of each year;

8. request the Rotary Peace Centers Major Gifts Initiative Committee to recommend a procedure for
implementing point 6 of Trustee decision 32, October 2013, allowing Peacebuilder District recognition for combined gifts of DDF and cash.

22. Scarves and Ties for Rotary Peace Centers Promotion

Statement: The Rotary Peace Centers Committee considered various Peace Centers promotion strategies, including having ties and scarves that promote the Rotary Peace Centers available for sale at the peace symposium held in conjunction with the 2015 RI (São Paulo) Convention.

DECISION: The Trustees

1. approve the purchase and sale of scarves and ties to promote the Rotary Peace Center Program;

2. approve a 2014–15 budget variance of up to US$20,000 for expenses, which is expected to be offset by the sales revenue, for this purpose.

23. Rotary Peace Symposium Update

Statement: The next triennial Rotary Peace Symposium will be held as a pre-convention event on 4–5 June 2015 before the 2015 RI (São Paulo) Convention. Chairman Kenny appointed a seven-person committee to lead the planning and implementation of the symposium. The committee discussed a tentative theme, possible keynote speakers, breakout session themes, an outline for the peace fellow selection process, and marketing for the event, among other topics.

DECISION: The Trustees thank the 2015 Rotary Peace Symposium Planning Committee for its update.

24. Endowment Modification

Statement: In preparation for the global launch of the Future Vision Plan, the general secretary began reviewing the current and testamentary endowed funds to identify which funds would require modifications due to the program changes being implemented. The general secretary originally identified 96 outright endowed funds to be modified with the new grant structure. To date, 87 funds have been modified.

DECISION: The Trustees

1. acknowledge the modification of the following endowments by the donor, the donor’s representative or the general secretary as shown in Appendix L;

2. approve the modification to the endowments shown in Appendix L;

3. request the general secretary to provide an update on the endowment modification project and modifications at the April 2015 Trustees meeting.

25. Arch Klumph and Bequest Society Recognition Levels

Statement: In decision 104, April 2014, the Trustees requested the general secretary to develop additional recognition levels for the Arch Klumph and Bequest Societies, for report at this meeting.

DECISION: The Trustees

1. establish additional levels within the Arch Klumph Society (AKS), effective 1 July 2015, as follows:
   - US$2.5 million to $4,999,999
   - $5 million to $9,999,999
   - $10 million and above

2. request the general secretary to develop a new, universal AKS pin and pendant that will signify membership in the Arch Klumph Society but not indicate the level of giving;

3. maintain current AKS pins and pendants for levels 1, 2, and 3 and requests the general secretary to develop new, platinum level pins for new AKS levels 4, 5, and 6;

4. agree to maintain the current crystals for AKS levels 1, 2, and 3 and request the general secretary to create one new crystal and/or a duplicate glass etching for AKS levels 4, 5, and 6;

5. establish additional levels within the Bequest Society, effective 1 July 2015, as follows:
   - $2.5 million to $4,999,999
   - $5 million to $9,999,999
   - $10 million and above

6. request the general secretary to develop a new, universal pin and pendant for Bequest Society
levels of $250,000 and above to maintain consistency with the “universal” AKS concept, as established in point 2 above;

7. request the general secretary to develop new Bequest Society pins and pendants to correspond with new levels 8, 9, and 10, as shown in point 5 above;

8. approve a 2014–15 budget variance of $158,250 for development of new level AKS and Bequest Society pins/pendants and for new universal Bequest Society pin/pendant;

9. request the general secretary to provide a status report at their October 2015 meeting.

26. Every Rotarian Every Year Credit for PolioPlus Contributions

Statement: Under current Trustee policy, donors and clubs who support Rotary’s top priority and corporate program, PolioPlus, are not eligible to receive credit as an Every Rotarian, Every Year club or individual. Trustee Vice-Chairman McGovern brought this matter to the Trustees for discussion and re-evaluation.

DECISION: The Trustees request the general secretary to propose a new strategy to annually recognize those clubs that achieve 100 percent participation by its members in giving to any of the Foundation’s gift designations, including gifts to the Annual Fund, the Endowment Fund, the Donor Advised Fund, Global Grant cash contributions, PolioPlus, Rotary Peace Centers, and Term Gifts, for report at the April 2015 Trustees meeting.

DECISIONS 27–35

International PolioPlus Committee Report

The International PolioPlus Committee met on 15–16 October 2014 in Evanston, Illinois, USA and made several recommendations to the Trustees regarding PolioPlus grants.

27. PolioPlus Partners Report

Statement: PolioPlus Partners provides grants for direct Rotarian engagement in the polio-endemic and high-risk countries. These grants are primarily used for social mobilization, surveillance, and to encourage Rotarian volunteer efforts on the ground. At their June 2014 meeting, the Trustees approved US$5 million for PolioPlus Partners through June 2015. Noting that PolioPlus Partners grants are the primary funding source for Rotarian engagement, the International PolioPlus Committee suggested that the Trustees approve $5 million annually in PolioPlus Partners funding through 2017.

DECISION: The Trustees agree to fund the PolioPlus Partners program from the PolioPlus Fund, up to US$5 million per year, from 1 July 2015 through 30 June 2017, to continue support for social mobilization and surveillance activities of National PolioPlus Committees in polio-endemic, high-risk, and importation countries.

28. History of PolioPlus

Statement: In decision 181, June 2002, the Trustees requested the general secretary to negotiate a contract with Dr. Sarah Cook to work on a book about Rotary’s involvement in polio eradication called “History of PolioPlus.” The first volume of her manuscript was made available to a select group of Rotarians. The International PolioPlus Committee noted that there is interest in producing additional copies to make available for sale to a larger audience.

DECISION: The Trustees

1. authorize the production of 2,000 softcover copies of an English version of Rotary and the Gift of a Polio-Free World, Volume I, Making the Promise;

2. request the general secretary to develop a plan for marketing and distribution, for report at the January 2015 Trustees meeting.

29. Polio Ambassadors Recognition Award

Statement: Since Rotary’s “This Close” campaign launched in 2011, numerous public figures and celebrities have helped Rotary spread the word about polio eradication. Noting that honors have been granted inconsistently in recognizing participants in the celebrity ambassador program, the International PolioPlus Committee suggested creating a standard polio recognition award.

DECISION: The Trustees

1. approve the creation of an award to recognize Rotary polio celebrity ambassadors;

2. request the general secretary to develop a plan for this recognition, with corresponding financial
impact, for report at the January 2015 Trustees meeting.

30. PolioPlus Grants: Combined World Health Organization African Region (WHO/AFRO) and UNICEF Grant Request

Statement: The World Health Organization African regional office (WHO/AFRO) and UNICEF requested grants for operational support in Cameroon, Ethiopia, Niger, Nigeria, and South Sudan and for technical assistance in DR Congo, Nigeria, and South Sudan.

DECISION: The Trustees

1. approve a PolioPlus grant of up to US$9,698,408 to UNICEF for operational support in the following countries:
   - Cameroon $1,500,000
   - Ethiopia $2,000,000
   - Niger $1,000,000
   - Nigeria $4,200,000
   - South Sudan $998,408
   this grant to be released in accordance with Trustee policies;

2. approve a PolioPlus grant of up to $6,698,408 to WHO for technical assistance in the following countries:
   - DR Congo $1,500,000
   - Nigeria $4,200,000
   - South Sudan $998,408
   this grant to be released in accordance with Trustee policies;

3. approve a PolioPlus grant of up to $2,000,000 to WHO for operational support in Cameroon, this grant to be released in accordance with Trustee policies;

4. authorize the general secretary to execute agreement letters with WHO and UNICEF to convey the funds on a scheduled basis. WHO and UNICEF will apply the funds to appropriate projects under such controls and conditions as the agreement specifies;

5. note that these are one-year grants that must be fully expended by 31 December 2015, or one year after the transfer of funds to the grantee, whichever comes later;

6. note that these grants, if fully expended, will increase total PolioPlus grants as follows:
   - Cameroon from $4,495,474 to $7,995,474;
   - DR Congo from $34,987,501 to $36,487,501;
   - Ethiopia from $11,460,725 to $13,460,725;
   - Niger from $17,523,389 to $18,523,389;
   - Nigeria from $180,961,109 to $189,361,109;
   - South Sudan from $29,293,070 to $31,289,886.

31. PolioPlus Grants: Combined World Health Organization Eastern Mediterranean Region (WHO/EMRO) and UNICEF Grant Request


DECISION: The Trustees

1. approve a PolioPlus grant of up to US$3,000,000 to WHO for operational support in the following countries:
   - Afghanistan $2,000,000
   - Somalia $1,000,000
   this grant to be released in accordance with Trustee policies;

2. approve a PolioPlus grant of up to $5,100,000 to WHO for technical assistance in the following countries:
   - Afghanistan $1,400,000
   - Pakistan $2,700,000
   - Somalia $1,000,000
   this grant to be released in accordance with Trustee policies;

3. approve a PolioPlus grant of up to $7,000,000 to UNICEF for operational support in the following countries:
   - Afghanistan $4,000,000
   - Somalia $2,000,000
   - Sudan $1,000,000
Minutes of the October 2014 Rotary Foundation Trustees Meeting

this grant to be released in accordance with Trustee policies;

4. authorize the general secretary to execute agreement letters with WHO and UNICEF to convey the funds on a scheduled basis. WHO and UNICEF will apply the funds to appropriate projects under such controls and conditions as the agreement specifies;

5. note that these are one-year grants that must be fully expended by 31 December 2015, or one year after the transfer of funds to the grantee, whichever comes later;

6. note that these grants, if fully expended, will increase total PolioPlus grants as follows:
   - Afghanistan from $63,695,523 to $71,095,523;
   - Pakistan from $91,522,979 to $94,222,979;
   - Somalia from $12,866,611 to $16,866,611;
   - Sudan from $37,800,234 to $38,800,234.

33. PolioPlus Grants: World Health Organization Polio Research Committee Grant Request

Statement: The World Health Organization (WHO) requested a grant for operational support and implementation of polio eradication research activities proposed by the Polio Research Committee.

DECISION: The Trustees

1. approve a PolioPlus grant of up to US$1,483,876 for the period of 2015-16 for the operational support of the Polio Research Committee;

2. approve a PolioPlus grant of up to $836,133 for the implementation of polio eradication research activities in Michigan and Florida, USA, Nigeria, and The Netherlands, proposed by the Polio Research Committee;

3. authorize the general secretary to execute an agreement letter with WHO to convey the funds on a scheduled basis. WHO will apply the funds to appropriate projects under such controls and conditions as the agreement specifies;

4. note that this is a two-year grant that must be fully expended by 31 December 2016;

5. note that this grant, if fully expended, will bring the total PolioPlus grants to WHO/Research from $25,367,981 to $27,687,990.

34. PolioPlus Grants: World Health Organization Core Grant Extension Request

Statement: The World Health Organization requested an extension to continue supporting the Core Grant for technical experts in support of polio eradication.

DECISION: The Trustees

1. agree to provide funding for the period 1 January 2015 through 31 December 2016 for a team of polio eradication technical experts, three positions at the global level and three positions in three of WHO’s six regions;
2. allocate US$3,919,410 from the PolioPlus Fund for this purpose;

3. authorize the general secretary to execute an agreement letter with WHO to convey the funds on a scheduled basis. WHO will apply the funds to appropriate projects under such controls and conditions as the agreement specifies;

4. note that this is a two-year grant that must be fully expended by 31 December 2016;

5. note that this grant, if fully expended, will bring the total PolioPlus grants to WHO/CORE to $34,817,856.

35. PolioPlus Grants: India National PolioPlus Committee Administrative Grant Request

Statement: The India National PolioPlus Committee requested a grant for administrative activities.

DECISION: The Trustees

1. approve a PolioPlus grant of up to US$200,000 to the India National PolioPlus Committee for administrative activities, this grant to be released in accordance with Trustee policies;

2. authorize the general secretary to negotiate a new agreement with the National PolioPlus Committee to convey the funds on a scheduled basis. The committee will apply the funds to appropriate projects under such controls and conditions as the agreement specifies;

3. note that this is a one-year grant that must be fully expended by 31 December 2015, or one year after the transfer of funds to the grantee, whichever comes later;

4. note that this grant, if fully expended, will increase total PolioPlus grants to India from $164,653,900 to $164,853,900.

* * * * * *

36. Rotary Grants in Non-Rotary Countries

Statement: In decision 111, April 2014, the Trustees looked favorably upon the concept of conducting global grants in non-Rotary countries where the RI Board is actively pursuing extension and requested the general secretary to develop additional guidelines for global grants in non-Rotary countries, for report at this meeting.

DECISION: The Trustees

1. agree to waive the host club requirement for global grants in non-Rotary countries, provided that there are two sponsors;

2. amend Rotary Foundation Code of Policies section 11.040. as follows:

11.040. Global Grants
Global grants fund three main international activities: humanitarian projects, vocational training teams, and scholarships.

11.040.1. Requirements
All global grants must

[text omitted]

c) take place in Rotary countries and geographical areas, or non-Rotary countries where the RI Board is actively pursuing extension

11.040.3. Humanitarian Projects
Global grants support Rotary clubs and districts in their efforts to address humanitarian issues within the areas of focus and benefit communities in need.

A. General Criteria

[text omitted]

2. All global grants that support humanitarian activities must fund projects that have been initiated by a Rotary club or district in the project location, except in the case of non-Rotary countries where the RI Board is actively pursuing extension.

37. Level III Grant Review: Global Grant 1422332

Statement: Global Grants requesting over US$100,000 from the World Fund must be reviewed by the Trustees. The Rotary Clubs of Arlington Sunrise (District 5790) and Delhi Rajdhani (District 3010) applied for a grant to benefit a hospital in India.

DECISION: The Trustees agree to award Global Grant 1422332, a disease prevention and treatment grant sponsored by the Rotary Clubs of Arlington (Sunrise)
TX, USA (District 5790), and Delhi Rajdhani, Delhi, India (District 3010) to benefit Maharaja Agrasen Charitable Hospital, Dwarka, a new branch of the Maharaja Agrasen Charitable Hospital, in New Delhi, India, in the amount of US$166,858 from the World Fund (total project cost: $427,250.)

38. Level III Grant Review: Global Grant 1417461

Statement: Global Grants requesting over US$100,000 from the World Fund must be reviewed by the Trustees. The Rotary Clubs of Kampala (District 9211) and Oakville Trafalgar (District 7080) have applied for a grant to improve access to safe and adequate water for school and home use in Uganda.

DECISION: The Trustees agree to award Global Grant 1417461, a water and sanitation grant sponsored by the Rotary Clubs of Kampala, Uganda (District 9211) and Oakville Trafalgar, ON, Canada (District 7080) to benefit the communities of Barlonyo and Aloi in the amount of $198,346 from the World Fund (total project cost: $459,500.)

39. Payment Rate for Global Grants with Cash Contributions

Statement: Historically, Foundation grants were paid at an exchange rate established at the time the sponsors submitted the application. The Rotary Foundation absorbed the exchange losses and paid any exchange gains to the project. This model frequently resulted in necessary financial transactions of little value that created significant delays in grant payments and required additional staff. With a Future Vision Pilot goal of streamlining Foundation operations, the policy was changed for global grants so that they were paid at the exchange rate at the time of payment. While this policy worked well throughout the pilot, on occasion some grant sponsors received smaller payments than expected, which caused complications in completing projects. In those cases the grant sponsors were issued payments from the World Fund to complete the project. Chairman Kenny requested that the policy be re-examined.

DECISION: The Trustees agree to maintain the current exchange rate policy used for paying global grants.

40. Annual Report on Partnerships

Statement: Rotary Foundation Code of Policies section 4.010. requests the general secretary to provide an annual report to the Trustees on all partnerships at their second meeting. During 2013–14, a Joint Committee on Partnerships was established to provide direction to the organization regarding partnerships and sponsorships, and therefore, it was noted the future reports on partnerships will be provided by the joint committee.

DECISION: The Trustees

1. receive the general secretary’s annual report on partnerships;
2. amend Rotary Foundation Code of Policies section 4.010. as follows, subject to the agreement of the Board to make the corresponding change to the Rotary Code of Policies:

4.010. General Guidelines

[text omitted]

The Joint Committee on Partnerships, or in its absence the general secretary shall provide an annual report on all partnerships to the Board and Trustees at their second meeting each year.

41. Joint Committee on Partnerships Report

Statement: The Joint Committee on Partnerships met on 11–12 September 2014 in Evanston, Illinois, USA. The committee discussed the status of current partnerships, a 16-step process for formalizing strategic partnerships, a review of an affinity program with telecommunications company Sprint, a possible member benefit program, results of research that looked into the perception of Rotary among Rotary’s partners and potential partners, and the potential alignment of strategic partners with RI’s Six Areas of Focus, among other topics. The committee made several recommendations to the Trustees.

DECISION: The Trustees

1. thank the Joint Committee on Partnerships for its report;
2. recognizing that developing and deepening relationships with partners requires time, recommend that the RI president and Trustee chairman consider building continuity into the Joint Committee on Partnerships by appointing its members for multiyear terms;
3. look favorably on the list of potential strategic partners (Appendix M) and requests the general
secretary to add these organizations to the Coordinated Contact List;

4. adopt the 16-step process for formalizing partnerships, as shown in Appendix N;

5. look favorably on an affinity relationship with Sprint targeting Rotarians in the United States as a two-year pilot to raise funds for The Rotary Foundation;

6. request the general secretary to work on a one-year extension of the current agreement with UNESCO-IHE (cohort of 2015–17) and further negotiate the terms of the partnership, for report at the January 2015 Trustees meeting;

7. look favorably on the list of potential resourcing partners as shown in Appendix O, and requests that these organizations be added to the Coordinated Contact List maintained by the general secretary;

8. agreed to extend the memorandum of understanding with the Peace Corps for three years through 3 May 2018;

9. agree to extend the agreement with ShelterBox for one year through 31 March 2016;

10. agree to renew the memorandum of understanding with

   a. Dollywood for three years through 31 December 2017;
   b. Global FoodBanking Network for three years through 31 March 2018;
   c. Youth Service America (YSA) for three years through 31 March 2018;

11. discontinue the relationship with the International Reading Association, but encourage interested Rotary clubs and IRA councils to continue working together at a local level;

12. request the general secretary to explore how the work of obtaining event sponsorships may be outsourced;

13. request the RI Board to request the Communications Committee to provide a recommendation on the promotion of Rotarian Action Groups, and to consider whether an annual listing of action groups be included in the mandatory content for the Rotary World Press;

14. request the general secretary to inform the International PolioPlus Committee that UNICEF is on the potential strategic partner list;

15. request the Board to concur with this decision.

42. Biennial Review of Grant Terms & Conditions and Memorandums of Understanding

Statement: In October 2012, the Trustees agreed to review Foundation grant terms and conditions and qualification memorandums of understanding on a biennial basis to ensure familiarity with their provisions.


43. Administrative Fees for Cooperating Organizations

Statement: In decision 108, April 2014, the Trustees approved a special memorandum of understanding for clubs to use when working with World Vision as a cooperating organization on global grants. The terms of this MOU included a provision that permitted up to 10% of the grant funds to be used toward World Vision’s overhead. As part of that decision, the Trustees asked the general secretary to review the prohibition on using global grant funds for administrative fees of cooperating organizations.

DECISION: The Trustees agree to permit global grant funds to be used for project-specific overhead and administrative costs of cooperating organizations.

44. Project Enhancement Process Pilot Evaluation

Statement: In decision 122, March 2012, the Trustee established a one-year Project Enhancement Process (PEP) pilot in nine districts to strategically employ Rotary’s volunteer network and staff resources to enhance the technical quality of projects, support sound project design, make effective grants, and measure the impact of TRF programs in the areas of focus. Noting its initial success and to further develop the process, the Trustees, in decision 154, June 2013, extended the pilot for a second year. In decision 95, April 2014, the Trustees requested that the final evaluation of the pilot be presented at this meeting. The general secretary surveyed host clubs/districts that participated in the pilot, program planning and performance teams, area of focus
managers, and regional grant officers regarding the PEP, and presented the survey findings, including a set of goals, lessons learned, and recommendations to the Trustees at this meeting.

**DECISION:** The Trustees:

1. receive the final evaluation of the Project Enhancement Process (PEP) pilot program;

2. request the general secretary to develop a plan for future implementation of the most successful components of the PEP pilot applied to the other areas of focus for consideration at the April 2015 Trustees meeting;

3. approve a 2014–15 budget variance of US$40,000 for administrative expenses in support of this implementation plan and request the general secretary to budget $40,000 in 2015–16 to continue this effort;

4. approve funding of US$50,000 from the spendable earnings of the Carl P. Miller Discovery Grants Endowed Fund to support PEP teams in 2014–15.

45. **Joint Committee on Alumni Relations**

*Statement:* The Joint Committee on Alumni Relations met on 25–26 September 2014 in Evanston, Illinois, USA. The committee discussed strategies for implementing the new definition of alumni that the Board adopted at its January 2014 meeting, results of an alumni survey, findings from three alumni focus groups conducted at the Sydney convention, alumni and Rotary membership, the status of an alumni database migration project at the Secretariat, alumni involvement at RI conventions, and other alumni engagement strategies, among other topics. The committee made several recommendations to the Board.

**DECISION:** The Trustees

1. reaffirm the responsibility of Joint Committee on Alumni Relations to coordinate a cohesive approach to alumni relations for Rotary International and The Rotary Foundation;

2. request future RI presidents and Trustee chairs to

   a. appoint committee members on staggered, three-year terms, in an effort to build continuity in the committee;

   b. give special consideration to young Rotarian alumni when selecting members to serve on the Joint Committee on Alumni Relations;

3. affirm their support for studying the alternative Rotary membership models as proposed by the Membership Development and Retention Committee;

4. accept the draft engagement strategies as outlined in Appendix P and request the general secretary to complete them, for report at the April 2015 Trustees meeting;

5. amend the Rotary Foundation Code of Policies regarding the Global Alumni Service to Humanity Award and the Alumni Association of the Year Award as shown in Appendix Q.

46. **Non-Rotarian Alumni Registration Rate at RI Conventions**

*Statement:* In decision 143, June 2014, the Trustees requested the general secretary to study the budgetary implications of offering a discounted registration rate to all non-Rotarian alumni, regardless of program participation year. The general secretary noted that this could result in more non-Rotarian alumni attending the annual convention and that such a model did not raise budgeting concerns.

**DECISION:** The Trustees request the RI Board to consider establishing a single RI Convention registration fee for all non-Rotarian Rotary alumni—regardless of their year of participation—that is the same as the registration fee for Rotaractors, effective with the 2016 RI (Seoul) Convention.

47. **Areas of Focus Challenge Target in Water & Sanitation**

*Statement:* In decision 97, April 2014, the Trustees looked with favor upon the establishment of a challenge target within one of more of the areas of focus. The Trustees requested the general secretary allocate resources to develop a strategy and implementation plan with measureable outcomes for report at this meeting. The general secretary reported that a WASH in Schools working group was formed and is in the early stages of its work.

**DECISION:** The Trustees receive the general secretary’s update on the Areas of Focus Challenge Target: WASH in Schools.
48. Coordinator Groups and Responsibility for Alumni

Statement: In decision 144, June 2014, the Trustees agreed in concept to a shared responsibility model among the three regional coordinator groups (Rotary coordinators, regional Rotary Foundation coordinators, and Rotary public image coordinators) in support of the new definition of alumni and requested the general secretary to review how the three coordinator groups would share alumni responsibilities, for report at this meeting. The general secretary noted that Rotary coordinators will engage alumni to build strong clubs and broaden prospective membership base; regional Rotary Foundation coordinator will engage alumni for fundraising and effective Foundation support; and Rotary public image coordinators will engage alumni to highlight alumni’s achievements to further enhance Rotary’s public image.

DECISION: The Trustees

1. change the regional Rotary Foundation coordinators’ responsibilities to fit a shared responsibility model for alumni for all regional coordinator groups and amend The Rotary Foundation Code of Policies as shown below:

5.030. RRFC Responsibilities - General
a) Help districts and clubs focus and increase humanitarian service.
b) Assist the Trustees and the general secretary in explaining Foundation grants and the need for funding to district and club leaders.
c) Support district leadership in establishing their district Foundation goals for grant participation and Foundation giving.
d) Monitor the progress of their districts’ Foundation goals throughout the Rotary year.
e) Keep Rotary alumni involved in Rotary through membership, contributions and service opportunities with a focus on contributions and Foundation support.
f) Assist with the development and promotion of alumni associations.
g) Coordinate the Be responsible for nomination process for the Global Alumni Service to Humanity Award and the Alumni Association of the Year Award, in which each RRFC may nominate one candidate for both awards annually, working with the RPIC and the Rotary Coordinator.
h) Complete reports as necessary and forward them to the general secretary in a timely manner.

2. request the general secretary to inform the regional Rotary Foundation coordinators of this change.

49. Simplified Appointment Process for Assistant Regional Rotary Foundation Coordinators

Statement: Noting inconsistencies between coordinator group policies, Trustee Chairman-elect Klinginsmith requested the Trustees review the process of appointing and replacing assistant regional Rotary Foundation coordinators and how RRFC budgets are managed.

DECISION: The Trustees

1. agree that regional Rotary Foundation coordinators should have the authority to appoint and, if necessary, remove assistant RRFCs, provided that notice is given to the Trustee chair in advance of the appointments (or removals);
2. agree that RRFCs should manage the budgets for their work and the work of assistant RRFCs without any predetermined amounts for assistant RRFCs;
3. request the general secretary to prepare the necessary proposed amendments to the Rotary Foundation Code of Policies to implement these procedures, for review by the Trustees at their January 2015 meeting.

50. Ebola Virus

Statement: RI President Huang requested the Trustees discuss the recent Ebola outbreak in West Africa.

DECISION: The Trustees

1. express their deepest concern for the growing humanitarian crisis surrounding the Ebola outbreak in West Africa;
2. request the general secretary to consult with Rotarians in the affected areas and report to the Trustees at their January 2015 meeting on how Rotary could most effectively help with this crisis, including possible ways for Rotarians to contribute to Ebola relief efforts;
3. request the RI Board to authorize a working group to review the results of the general secretary’s consultation and report to the January 2015 meetings of the Board and Trustees;
4. request the general secretary to provide a written summary of Rotary’s actions in response to the Ebola crisis.

51. Regional Leaders Training Institute Update

Statement: Chairman-elect Klinginsmith suggested that incoming Trustees be invited to attend the March 2015 Regional Leaders Training Institute for their training as Trustees so as to receive the same high-level information and updates provided to the coordinator groups.

DECISION: The Trustees

1. receive the general secretary’s report on the Regional Leaders Training Institute;

2. approve a budget variance of US$26,625 to invite the incoming trustees to the 2015 Regional Leader Training Institute.

52. Proposed Initiatives to Support Membership Growth

Statement: Suggesting that The Rotary Foundation can play a larger role in membership support, Trustee Chairman-elect Klinginsmith proposed initiatives to support new and existing Rotary clubs.

DECISION: The Trustees

1. approve in concept the initiatives to support membership growth as shown in Appendix R;

2. request Chairman-elect Klinginsmith to work with the general secretary to develop the proposed initiatives, for further consideration at the January 2015 Trustees meeting.

53. Scholarship Eligibility for Lineal Descendants of Honorary Rotarians

Statement: The Rotary Foundation conflict of interest policy prohibits lineal descendants of honorary Rotarians from receiving Foundation awards. The designation of “honorary Rotarian” is offered in a variety of circumstances, including when the person so honored never again attends a Rotary meeting, or when a club member must resign for personal reasons and the club wants to maintain a connection. Noting a recent case in which a district wished to nominate a worthy candidate for a global grant—who happened also to be a lineal descendant of an honorary Rotarian—but was prevented from doing so because of TRF policy, the general secretary requested the Trustees to reconsider this policy. The general secretary noted that the Foundation’s U.S. tax status would not be affected by allowing lineal descendants of honorary Rotarians to receive Foundation awards.

DECISION: The Trustees amend the conflict of interest policy for program participants to enable lineal descendants of honorary Rotarians to apply for and receive Foundation awards as follows:

10.030. Conflict of Interest Policy for Program Participants

[text omitted]

1. Award Recipient Eligibility

Pursuant to section 9.3 of the TRF bylaws, those individuals defined below shall not be candidates or final award recipients or beneficiaries of any TRF program. Such individuals shall include current Rotarians and honorary Rotarians; employees of clubs, districts, and other Rotary Entities (as defined in the Rotary Code of Policies) or of Rotary International; spouses, lineal descendants (children or grandchildren by blood, legal adoption, or marriage without adoption), spouses of lineal descendants or ancestors (parents or grandparents by blood) of persons in the foregoing categories; and employees of agencies, organizations, or institutions partnering with TRF or RI.

Former Rotarians and honorary Rotarians shall continue to be ineligible for a period of 36 months after termination of their membership. Persons who were ineligible based on their familial relationship to a former Rotarian or honorary Rotarian shall continue to be ineligible for a period of 36 months after termination of their family member’s membership. Notwithstanding the foregoing, such individuals shall be eligible to participate on vocational training teams and in individual travel for humanitarian projects (when such individuals are determined to be qualified) funded by district grants, global grants, and packaged grants.

[text omitted]

54. Report on Allegations

Statement: To facilitate the work of the Stewardship Committee, and in accordance with Rotary Foundation Code of Policies section 14.030.4., the Trustees receive
semiannual updates on allegations, investigations, and litigation at their October and April meetings.

**DECISION: The Trustees**

1. suspend the Rotary Club of Thondamuthur and the Rotary Club of Kovaipudur, India (District 3201) from participation in Rotary grants until 30 October 2019 for failure to comply with stewardship guidelines;

2. suspend District 3201 (India) from participation in Rotary grants until 30 May 2015 for failure to comply with stewardship guidelines;

3. note the Stewardship Committee’s sanctions of three individuals in District 3201 and one individual in District 4400 for failure to comply with Rotary’s grant stewardship requirements;

4. suspend District 3810 (Philippines) from participation in Rotary grants until 30 May 2015 for failure to comply with district qualification guidelines;

5. suspend the Rotary Club of Kisumu Winam (District 9212) from participation in Rotary grants until 30 May 2015 for failure to comply with stewardship guidelines;

6. suspend the Rotary Clubs of Batticaloa, Colombo Mid Town, Dickoya, and Jaffna, Sri Lanka (District 3220) from participation in Rotary grants until May 2015 in order to complete the stewardship investigation related to eight Matching Grants;

7. request the general secretary to review the policy regarding sanctions for misuse of grant funds and to make recommendations for a stricter policy for report to the Trustees at their January 2015 meeting.

55. **Report of the Rotary Foundation Cadre of Technical Advisers**

*Statement:* Rotary Foundation Code of Policies section 14.020.1. requires the general secretary to provide an annual report on the activities of the Rotary Foundation Cadre of Technical Advisers. The general secretary reported on the Cadre’s efforts to support the Future Vision Plan and the Humanitarian Grants Program in 2013–14, noting that the Cadre completed 153 assignments, including 109 site visits and 44 desk reviews. Further, the Cadre chair suggested Foundation Code amendments that would streamline the application process for new Cadre members.

**DECISION: The Trustees**

1. amend Section 14.020. of The Rotary Foundation Code of Policies as follows:

   **14.020. The Rotary Foundation Cadre of Technical Advisers**
   The Rotary Foundation Cadre of Technical Advisers is a team of Rotarians who volunteer to review, monitor, and evaluate Rotary Foundation grant projects. The cadre is composed of the technical advisers, technical coordinators, cadre chair and cadre vice chair. To be a registered member of the cadre, a Rotarian must meet the following qualifications:

   a. be a current, active member of a functioning Rotary club
   b. be in good standing with The Rotary Foundation and Rotary International
   c. register with the cadre every three years
   d. be endorsed by the district governor upon registering
   e. have professional experience in at least one of the Trustee-approved areas of focus and/or financial auditing.

2. recommend to the RI Board that an adjunct training and recruitment session for the Rotary Foundation Cadre of Technical Advisors be added to the agenda at all Rotary institutes.

56. **Report on Stewardship Litigation**

*Statement:* The general secretary reported on litigation matters arising out of stewardship issues.

**DECISION: The Trustees receive the general secretary’s report on stewardship litigation.**

57. **Investment Committee Report**

*Statement:* The Investment Committee met on 15 September 2014 in Evanston, Illinois, USA, and discussed investment performance, the endowment fund, the implementation of a discretionary hedge fund program, the PolioPlus fund, Life Income Agreements, and Donor Advised Funds, among other topics.

**DECISION: The Trustees**
1. thank the Investment Committee for its report;
2. approve amendments to the Annual Fund and Endowment Fund Investment Policy Statements as shown in Appendix S, filed only with the official copy of these minutes;
3. reappoint NEPC to provide investment consulting services for the five-year period commencing 1 December 2014 and request the RI Board’s concurrence with this decision.


Statement: The Audit Committee met on 24–26 September 2014, in Evanston, Illinois, USA and discussed the audited financial statements for fiscal year 2014, the external auditor’s report to management, and open audit recommendations, among other topics.

DECISION: The Trustees

1. accept the audited financial statements and report on The Rotary Foundation’s financial results for 2013–14 as presented to the Audit Committee;
2. request the general secretary to publish an annual report in accordance with the Rotary Foundation Bylaws;
3. reaffirm their decision 14, point a, June 2013, to appoint Grant Thornton to audit TRF’s financial statements for fiscal year 2014–15.

59. TRF Finance Committee Report

Statement: The TRF Finance Committee met on 17 and 21 October 2014 in Evanston, Illinois, USA and discussed the need for a risk assessment to be performed on certain items proposed to the Board and Trustees, the role of the Joint Cost Allocation Committee, and the cost benefit analysis for the new grant model, among other topics.

DECISION: The Trustees

1. receive the report of the TRF Finance Committee;
2. request the general secretary to include a risk assessment with the background documents of any suggested Trustee decision with a financial impact greater than $400,000.

60. Modifications to the Budget

Statement: The Trustees reviewed decisions taken at this meeting that have future budget impact.

DECISION: The Trustees

1. note no modifications to the 2014-15 budget

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<td>Fund Development &amp; General and Administration</td>
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<td>Total Expenses</td>
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<td>Change in Net Assets</td>
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2. note budget variance for 2014-15:

| Dec. 25 Arch Klumph and Bequest Society Recognition Levels | $158,250 |
| Dec. 44 PEP Process Evaluation | 40,000 |
| Dec. 51 Regional Leaders Training Institute Update | 26,625 |
| Dec. 22 Scarves/Ties for Rotary Peace Centers Promotion Expense | 20,000 |
| Dec. 22 Scarves/Ties for Rotary Peace Centers Promotion Revenue | (20,000) |
| Total 2014-15 variances | $224,875 |

3. note items with future budget impact (as indicated below):

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<tr>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec. 25 Arch Klumph and Bequest Society Recognition Levels</td>
<td>8,500</td>
<td></td>
</tr>
<tr>
<td>Dec. 13 Expansion of Foundation Programs Committee</td>
<td>51,100</td>
<td></td>
</tr>
<tr>
<td>Dec. 44 PEP Process Evaluation</td>
<td>40,000</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$99,600</td>
<td></td>
</tr>
</tbody>
</table>
Adjournment

The foregoing is a true record of the proceedings at the Rotary Foundation Trustees meeting held on 20-24 October 2014 in Evanston, IL, USA.

John Kenny, Chairman
The Rotary Foundation

Andrew McDonald
Secretary of the Meeting

ATTEST:

John Hewko
General Secretary
APPENDIX A

SUMMARY OF DECISIONS TAKEN ON BEHALF OF THE TRUSTEES
(Decision 2)

Exhibit A: Citation for Meritorious Service Awards
- 69 award recipients.

Exhibit B: TRF Cadre of Technical Advisers
- The cadre reviewed 59 grants, including 32 technical reviews, three random audits, six targeted audits, three advance site visits, 11 interim monitoring visits, and five post project site visit.

Exhibit C: Foundation Programs
- 471 global grants awarded for a total of $11,965,912 in World Fund
- 222 district grants awarded for a total of $11,793,672 in DDF
- 16 UNESCO-IHE packaged grant scholarships awarded for a total yet to be determined in World Fund

Exhibit D: Legacy Programs
- **Districts/Clubs**: Rotary Club of North Raleigh (District 7710) and the Rotary Club of Jekabpils (District 2410)
  **Nature of Request**: Recommendation to waive the Rotary Club of North Raleigh of any additional reporting responsibility for the final report for Matching Grant #76795 because of their good faith effort in communicating with the host sponsor to complete the reporting requirements. The Rotary Club of Jekabpils will have sole responsibility for submitting information on how the grant funds were spent, Rotarian active participation, and submittal of bank statements in order to close the project file.

- **Districts/Clubs**: Rotary Club of Doylestown (District 7430), and the Rotary Club of Bwaila-Lilongwe (District 9210)
  **Nature of Request**: Recommendation to waive the Rotary Club of Doylestown of any additional reporting responsibility for the final report for Matching Grant #78212 because of their good faith effort in communicating with the host sponsor to complete the reporting requirements. The Rotary Club of Bwaila-Lilongwe will have sole responsibility for submitting information on how the grant funds were spent, Rotarian active participation, and submittal of bank statements in order to close the project file.

- **Districts/Clubs**: Rotary Club of Vancouver Metro Sunset (District 5100) and the Rotary Club of Oaxaca Bicentenario (District 4195)
  **Nature of Request**: Recommendation to waive the Rotary Club of Vancouver Metro Sunset of any additional reporting responsibility for the final report for Matching Grant #78369 because of their good faith effort in communicating with the host sponsor to complete the reporting requirements. The Rotary Club of Oaxaca Bicentenario will have sole responsibility for submitting information on how the grant funds were spent, Rotarian active participation, and submittal of bank statements in order to close the project file.

- **Districts/Clubs**: Rotary Club of Eugene Southtowne (District 5110), and the Rotary Club of Oaxaca Bicentenario (District 4195)
  **Nature of Request**: Recommendation to waive the Rotary Club of Eugene Southtowne of any additional reporting responsibility for the final report for Matching Grant #78531 because of their good faith effort in communicating with the host sponsor to complete the reporting requirements. The Rotary Club of Oaxaca Bicentenario will have sole responsibility for submitting information on how the grant funds were spent, Rotarian active participation, and submittal of bank statements in order to close the project file.
APPENDIX B

TRF PRIORITIES AND MEASURABLE GOALS
(Decision 9)

In support of Rotary’s strategic plan to support and strengthen clubs, focus and increase humanitarian service, and enhance public image and awareness, the following priorities for The Rotary Foundation are proposed for the three year period beginning 1 July 2015. The measurable goals for each priority will be subject to change each year as progress is made toward achieving the priorities.

Priority 1: End polio – Now and forever

Goals:

A. No new cases caused by transmission of the wild polio virus.
B. Meet the Gates challenge to secure contributions of $35 million per year for End Polio Now.
C. Publicize Rotary’s role in the eradication of polio.
D. Review Rotary’s advocacy for polio eradication with a view to such advocacy being replicated in other humanitarian programs.

Priority 2: Strengthen Rotarians’ knowledge, engagement, and financial support of The Rotary Foundation

Goals:

A. Encourage clubs to learn more about Foundation programs by utilizing new and effective types of communications at their weekly meetings.
B. Assure that all districts are involved in Global Grants and that at least 25% of all clubs are involved in such grants.
C. Increase the number of clubs achieving the Every Rotarian, Every Year fundraising level by at least 15% in all districts.
D. Increase the contributions received for the Annual Fund by at least 3% in all districts.

Priority 3: Increase the quality and impact of Rotary’s humanitarian service effort through Foundation grants and the six Areas of Focus

Goals:

A. Increase the total expenditures for Global Grants by at least 10% worldwide.
B. Increase the number of Global Grant scholarships to at least one for all districts and an increase of at least 15% in such scholarships worldwide.
C. Increase the number of Vocational Training Teams to at least 100 teams worldwide.
D. Measure and evaluate Global Grants for sustainability, simplicity, and effectiveness.

Priority 4: Enhance the image and awareness of the Foundation’s record of achievements, particularly the success of PolioPlus and its 100 year record of doing good in the world

Goals:

A. Plan and implement a centennial celebration for the Foundation’s 100th anniversary in 2016-17.
B. Promote Rotary’s focus on peace by scheduling an international conference for Rotarians and other prospective supporters, including government officials, non-governmental organizations, and charitable foundations.
C. Develop at least two new Foundation initiatives to recognize and publicize the need for membership growth in clubs and districts and the positive impact on service.
D. Increase the public awareness of Rotary by non-Rotarians as shown by their contributions to the Foundation and their participation in Rotary projects.
APPENDIX C

ROTARY FOUNDATION CENTENNIAL LOGO
(Decision 10)

TRF 100 LOGO COLOR CHART

---

Master Brand Signature + Theme Logo Lockup

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Colors

- **Sky Blue**
  - PMS-Coated: PMS 2202C
  - PMS-Uncoated: PMS 2202U
  - CMYK-Coated: C96 M3 Y6 K0
  - CMYK-Uncoated: C94 M0 Y6 K0
- **Azure**
  - PMS-Coated: PMS 2175C
  - PMS-Uncoated: PMS 2175U
  - CMYK-Coated: C99 M47 Y0 K0
  - CMYK-Uncoated: C99 M53 Y0 K0
- **Royal Blue**
  - PMS-Coated: PMS 286C
  - PMS-Uncoated: PMS 286U
  - CMYK-Coated: C100 L80 Y9 K2
  - CMYK-Uncoated: C100 L92 Y9 K2

---

One-Color BLACK

THE ROTARY FOUNDATION
YEARS OF DOING GOOD IN THE WORLD

---

One-Color WHITE

THE ROTARY FOUNDATION
YEARS OF DOING GOOD IN THE WORLD
APPENDIX D

TRF CENTENNIAL GOALS AND STRATEGIES FOR ACHIEVEMENT
(Decision 10)

**Goal 1. Increase public awareness of The Rotary Foundation**

Strategies for achievement:
1. Encourage every club to host an event in 2016-17 to inform its community about the Foundation and its centennial
2. Raise the visibility of the Rotary Peace Centers by a centennial event at each of the centers
3. Secure endorsements and congratulations from corporations and other organizations for TRF’s work.
4. Emphasize high-visibility partnerships

**Goal 2. Recognize major achievements related to TRF programs**

Strategies for achievement:
1. Recognize in 2016-17 the ten most outstanding TRF projects completed in 2015-16
2. Choose projects in 2016-17 through a competition at the district, zone, and international levels (similar to poster competition during RI centennial and Global Service to Humanity Award)
3. Utilize the Global Service To Humanity Award and other awards for additional recognition
4. Include centennial logo on Paul Harris Fellow certificates and other awards

**Goal 3. Celebrate by staging activities at both the 2016 and 2017 RI conventions and at all zone, district, and multidistrict meetings in 2016-17**

Strategies for achievement:
1. Suggest prominent speakers to highlight the Foundation and its centennial for the 2016 and 2017 conventions
2. Encourage booths and workshops to highlight the centennial at the 2016 and 2017 conventions
3. Engage the Rotary Club of Cleveland and District 6630 as the home club and district of Arch Klumph
4. Inform and engage the Rotary network about the goals and strategies for the Centennial
5. Request that the centennial be highlighted at all Rotary events at appropriate time prior or during centennial year
6. Propose that the presidential citation requirements reflect centennial goals

**Goal 4. Reach all-time high contribution levels in 2016-17 for the Annual Fund, PolioPlus Fund, Endowment Fund, and Rotary Peace Centers Major Gift Initiative**

Strategies for achievement:
1. Fundraising goals
   a. Endowment Fund to reach $1 billion by 2017 to include $150 million for the Peace Centers program
   b. 100 new donors per district
   c. 100 new major donors per zone
   d. 100 new Paul Harris Fellows per district
   e. 100 new Bequest Society members per district
   f. 100 new Arch Klumph Society members globally
   g. 100% participation of districts in the Paul Harris Society
2. Leverage $26.50 original contribution in fundraising plan
3. Engage the Rotary network in the centennial fundraising goals
**APPENDIX K**

**ROTARY’S STRATEGIC PLAN PRIORITIES, GOALS AND MEASURES**

(Decision 17)

**SUPPORT & STRENGTHEN CLUBS**

Support & Strengthen Clubs: Stronger and more effective clubs means that Rotary International provides clubs with resources that help engage new and existing members, increase service activities, and helps Rotary grow globally.

RI Strategic Plan Goals:
1. Foster club innovation and flexibility
2. Encourage clubs to participate in a variety of service activities
3. Promote membership diversity
4. Improve member recruitment and retention
5. Develop leaders
6. Start new clubs
7. Encourage strategic planning at club and district levels

Measures

- **Club Health Index** – Tracks club size; Rotarians’ perceptions of and satisfaction with their club and RI; and District Governor ratings to gauge the overall strength of clubs
- **Membership Diversity Index** – Tracks gender and age diversity of Rotarians overall and those in senior leadership positions; alumni engagement; growth in new club types (e.g., e-clubs, satellite clubs)
- **Membership Growth & Retention Index** – Tracks net gain/loss in membership; alumni joining rates; retention rates

- % increase of club giving to TRF
- # of activities completed as part of district grants
- # of categories represented by district grant activities, including by area of focus
- % of clubs participating in district grants
- Increased number of new e-clubs, satellite clubs, Rotaract & Interact clubs

**GREATER IMPACT**

Focus & Increase Humanitarian Service: Greater impact means that Rotary International can measure the effect of its clubs on service activities in communities (around the world).

RI Strategic Plan Goals:
1. Eradicate polio
2. Increase sustainable service focused on programs and activities that support youth and young leaders and Rotary’s six areas of focus
3. Increase collaboration and connection with other organizations
4. Create significant projects both locally and internationally

Measures

- Reduced cases annually of wild poliovirus from previous year (total # of cases and # of cases in the 3 endemic countries)
- **Service Projects Engagement Index** – Tracks project budget amounts, number of beneficiaries and projects that fall into an area of focus to gauge the growth in project size, and Rotarian commitment
- **Youth & Young Leaders Support Index** – Tracks number of Rotaract, Interact and other youth programs; number of members in these clubs, etc. to gauge growth in support for youth and young leader programs
- **Quality of Strategic Partnerships Index** – To be determined (dependent on Partnerships Committee)
- **Global Impact Index** – To be finalized post 2016 grant model evaluation
- **Total Service Value Index** – Currently in development – measures the worldwide value of Rotarian service

**VISIBILITY**

Enhance Public Image & Awareness: Greater visibility and influence means that Rotary International is recognized and understood by the general public for its work locally and globally; and has a reputation for uniting leaders to exchange ideas and take action.

RI Strategic Plan Goals:
1. Unify image and brand awareness
2. Publicize action-oriented service
3. Encourage clubs to promote their networking opportunities and signature activities

*Measure was added after the September 2014 Strategic Planning Committee meeting*
Minutes of the October 2014 Rotary Foundation Trustees Meeting

4. Promote core values
5. Emphasize vocational service

Measures
**Image & Awareness Health Index** – Tracks media coverage, general public’s level of awareness, and brand awareness

**Digital Media Engagement Index** – Tracks digital media metrics to gauge the overall usage of our digital communications

**Membership Communications Health Index** – Measures perceptions of value, ability to communicate through and engagement with Rotary communications

% increase of Vocational Training Team (VTT) participants (leaders and members)*

*Measure was added after the September 2014 Strategic Planning Committee meeting.

**FINANCIAL SUSTAINABILITY & OPERATIONAL EFFECTIVENESS**

*Improve Financial Sustainability & Operational Effectiveness:* Rotary International has diverse revenue sources and sufficient reserves that enable it to continue its operations and sustain its impact without interruption. The Secretariat provides high value and quality service to customers while delivering products, services and programs in an efficient, cost-effective and timely manner.

RI Strategic Plan Goals:
1. Develop and maintain diverse revenue sources
2. The designated funding targets for the Operational Reserve Fund as approved by the Trustees and the General Surplus Fund as approved by the Board and are achieved
3. Utilize volunteer, staff and financial resources to achieve strategic outcomes and maximize operational efficiency

Measures
**Revenue Diversity Index** – Measures growth in donor giving, income from sponsorships, in-kind giving, dues and other revenue streams.

**Meetings & Operations Subsidy Index** – Tracks percentage of meeting costs covered by sponsorships, vendors, and registration fees

**Secretariat Service & Satisfaction Index (External)** – Survey tracks Rotarian satisfaction with staff performance, RI tools/, resources and training.

**Secretariat Service & Satisfaction Index (Internal)** – TBD based on employee engagement plan and other factors

**Cycle Time Index** – Tracks cycle times for grants and recognition; collection days for dues; and cycle time for processing payments, recognition, and contributions.

% of compliance with the minimum required for operating reserves

Endowment funds support x% of programs and operations annually

Meet 100% of the financial transparency reporting standards set by Charity Navigator

**Contributions = compound annual growth rate (CAGR)**

3% over the last five years

Actual operating expenses compared to budget (RI/TRF)

Operating expense growth rate compared to inflation

Fundraising costs as a percentage of total contributions

Program award as a percentage of total TRF spending

Program awards and program operations as a part of total TRF spending (excluding polio)

Quality and timeliness of Rotary’s data

**Definition of Key Planning Terms**

**Strategic Priorities**

Critical, strategic issues that must be addressed to ensure the organization remains relevant in the future. Priorities are the most basic planning tools underlying all strategic activities.

**Goal**

An observable, measurable end-result having one or more actions, initiatives or tactics to be achieved within a prescribed timeframe.

**Measures**

A standard used to evaluate and communicate actual results against targeted results. Measures show progress (or lack of it) toward achieving strategic goals.

**Index**

A single number assigned to a combined set of measures or benchmarks. An index quantifies trends and streamlines data analysis. This number reflects the percent change of the combined measures.
### APPENDIX L

**ENDOWMENT MODIFICATIONS**  
(Decision 24)

#### Endowments Recently Modified (by the donor, donor’s representative or the general secretary)

<table>
<thead>
<tr>
<th>Endowment</th>
<th>Pre-modification spending designation</th>
<th>Post-modification spending designation</th>
<th>31 July 2014 Gift Value</th>
<th>31 July 2014 Market Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 John and Edna Bennett Endowed Fund</td>
<td>Academic-Year Ambassadorial Scholarship</td>
<td>Rotary Center General Support</td>
<td>$51,120.00</td>
<td>$77,236.99</td>
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<tr>
<td>2 Donald F. Carmony Endowed Scholarship</td>
<td>Academic-Year Ambassadorial Scholarship</td>
<td>Endowed Global Grants - Scholarships</td>
<td>$176,147.63*</td>
<td>$234,684.56</td>
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<tr>
<td>3 Color Ye Wen Lee and Ru Rong Liou Lee Endowed Fund for the Rotary Peace Centers</td>
<td>Academic-Year Ambassadorial Scholarship</td>
<td>Rotary Center General Support</td>
<td>$284,000.00</td>
<td>$342,698.20</td>
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<td>4 District 2070 Endowed Global Grant Scholarship</td>
<td>Endowed Global Grants - Scholarships</td>
<td>Endowed Global Grants – Scholarships (2071 and 2072)</td>
<td>$133,060.51*</td>
<td>$190,493.09</td>
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<tr>
<td>5 Glenn E. Estess, Sr. Endowed Scholarship</td>
<td>Academic-Year Ambassadorial Scholarship</td>
<td>Endowed Global Grants - Scholarships</td>
<td>$235,774.17*</td>
<td>$296,687.55</td>
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<tr>
<td>6 Kaneo and Eiko Hashimoto Endowed Scholarship</td>
<td>Academic-Year Ambassadorial Scholarship</td>
<td>Endowed Global Grants - Scholarships</td>
<td>$150,000.00*</td>
<td>$232,289.22</td>
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<td>7 William E. Maloney Endowed Scholarship</td>
<td>Academic-Year Ambassadorial Scholarship</td>
<td>Endowed Global Grants - Scholarships</td>
<td>$180,000.00*</td>
<td>$447,252.07</td>
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<td>8 George R. Means Endowed Scholarship</td>
<td>Academic-Year Ambassadorial Scholarship</td>
<td>Endowed Global Grants - Scholarships</td>
<td>$297,095.08</td>
<td>$353,007.69</td>
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</table>

#### Endowments Requiring Trustee Approval

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<tr>
<th>Endowment</th>
<th>Pre-modification spending designation</th>
<th>Post-modification spending designation</th>
<th>31 July 2014 Gift Value</th>
<th>31 July 2014 Market Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Arthur and Doris Beindorff Endowed Ambassadorial Scholarship for District 6860</td>
<td>Academic-Year Ambassadorial Scholarship</td>
<td>Endowed Global Grants - Scholarships</td>
<td>$150,361.00*</td>
<td>$173,693.95</td>
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<tr>
<td>2 Kenneth C. Hobbs C.M. O.Ont. MD. and Eva Hobbs Endowed Fund</td>
<td>World Fund</td>
<td>Endowed Global Grants – Humanitarian projects (Maternal and child health)</td>
<td>$217,739.39*</td>
<td>$266,816.47</td>
</tr>
<tr>
<td>3 Keikichi Utsumi Endowed Fund</td>
<td>Academic-Year Ambassadorial Scholarship</td>
<td>Endowed Global Grants - Scholarships</td>
<td>$180,000.00*</td>
<td>$238,078.50</td>
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</tbody>
</table>

*Although the gift value of the endowed fund is below the current naming opportunity for a global grant endowed fund, grandfathering in the endowed fund is the best option to stay consistent with the donor’s original intent.*
APPENDIX M

POTENTIAL STRATEGIC PARTNERS
(Decision 41)

Disease and Prevention and Treatment
Abbott Fund
Roche
CARE International
USAID

Water and Sanitation
USAID (designated strategic partner)
UNICEF
WaterAid

Maternal and Child Health
Mothers 2 Mothers
Pink Ribbon/Red Ribbon
Saving Mothers
Giving Life

Basic Education and Literacy
Save the Children
World Vision
CARE International
UNICEF

Economic Community Development
Opportunity International
World Vision
Adopt a Village
BRAC

Peace & Conflict Resolution
Partners for Democratic Change
Nonviolent Peaceforce
Mercy Corps
APPENDIX N

16 STEP PROCESS FOR FORMALIZING STRATEGIC PARTNERSHIPS
(Decision 41)

The goal is to streamline a simple process for Rotary and potential strategic partners. To be effective, Rotary must find the right partners to build capacity of clubs and districts for best sustainable grant making. The 16-step process can take 12 to 24 months.

The 16-Step Process

Step 1: Identify needs within each Area of Focus.

Step 2: Build pool of potential strategic partners within each Area of Focus.

Step 3: Perform initial due diligence and research on organizations appearing to provide a good fit for Rotary (1–2 weeks).

Step 4: For “Pass” organizations, initiate contact, if communication not already initiated by the other organization, Rotarians or Trustees (1–3 months).

Step 5: Conduct in-depth due diligence and analysis of organization and potential for partnership (1 month).

Step 6: Explore Partnership Opportunities (2–3 months).

Step 7: Arrange Trustee Site visit to negotiate parameters of relationship and packaged grants (1–2 months).

Step 8: Present the results of the site visit to staff review team for review (1 month).

Step 9: Seek endorsement by Joint Committee on Partnerships for recommendations to Trustees and RI Board.

Step 10: Secure Trustee and RI Board approval of organization and strategic partnership concept (2–3 months).

Step 11: Prepare draft memorandum of understanding and finalize negotiations with partner (2–4 months).

Step 12: Concurrent with step 10, prepare web and strategic partnership application materials (1–2 months).

Step 13: Communicate and promote relationship (1–2 months).

Step 14: Implement the scope of work outlined in the memorandum of understanding.

Step 15: Monitor, evaluate, and adjust.

Step 16: Renew or end relationship.
APPENDIX O

POTENTIAL RESOURCING PARTNERS
(Decision 41)

In 2012, the fundraising consulting firm CCS created a list of 100 large US-based foundations and corporations who, on the surface, may have an interest in funding projects in one or more of Rotary’s six Areas of Focus. This list was further prioritized in consultation with Aspire Research Group. Aspire ranked the potential funders based on the following criteria:

- Potential grant size
- Whether the organization’s geographic interest matches where Rotary does the larger number of grants
- Whether the organization had an international focus
- Programmatic interest matching Rotary’s Areas of Focus
- Whether there was a Rotary connection

Based on these criteria, the “Top Ten” corporate and foundation funders are presented in descending order below:

**Top 10 Potential Resourcing Partners:**

1. GE Foundation
2. Michael and Susan Dell Foundation
3. W. K. Kellogg Foundation
4. Alcoa Foundation
5. BD Corporation
6. Howard G. Buffett Foundation
7. Coca-Cola Foundation, Inc.
8. Cummins Foundation
9. ExxonMobil Foundation
10. Merck Company Foundation
At the September 2014 meeting of the Joint Committee on Alumni Relations, a facilitated session was held to brainstorm engagement strategies for alumni. The committee discussed the need to bring together the activities of multiple committees into a unified strategy that promotes engagement of alumni and young people to stay involved in Rotary after their participation in youth programs or foundation grants ends. Such a strategy needs to be informed by research conducted on alumni and young professionals and must consider what’s in it for them? The notes below summarize the discussion.

Engagement was defined as…

*The emotional connection that a volunteer feels toward an organization as a whole; which influences their behaviors and level of effort in activities.*

**WHAT DOES SUCCESS LOOK LIKE?**

- **Participation in the Family of Rotary**
  - Opportunities to join variety of club types that might appeal to their needs (E-clubs, Satellite Clubs, etc)
  - Different programs
    - Communicate all program opportunities (RCC, RYLA, YE, Grants, etc)
    - Provides opportunities for them to connect with Rotary on multiple levels
  - Rotary needs to distinguish opportunities from each other so it is easy for them to navigate
  - District Rotaract conferences are an opportunity to engage alumni in program and club options

- **Making Contributions**
  - Encourage alumni to participate in crowd-source funding opportunities
    - Makes it easy for them to give and support Rotary
    - Giving at the right level for them (small amounts)
  - Encourage Non-financial contributions – more hands-on if financial giving is not an option (e.g., in-kind, volunteer time)
  - Clubs can invite alumni to be guest speakers at a meeting
    - Leadership opportunity for alumni – helps to build their resume

- **Join Rotary**
  - Offer alumni a membership for one year dues-free after participant completes their program
  - Encourage them to join a local alumni association to stay connected with Rotary

- **Participate in Service**
  - Design service activities especially for alumni (based on their prior program experience)
    - Appeals to need of alumni to participate in volunteer service activities that utilize their skills and abilities
  - Consider Vocational Training Teams (VTTs) as opportunity for alumni to participate in vocational service activities
  - Alumni can bring skill sets to Rotary clubs that may currently be under-represented within Rotary club membership
    - Increases alumni’s sense of well-being
    - Resume-building experience

- **Networking**
  - Creates opportunity for alumni to network with:
    - Rotarians, who are seasoned professionals in their respective fields
    - Peers
  - Alumni associations are networking avenues to connect them with people in Rotary that supported them as part of their participation in a Rotary program or grant

- **Fun/Fellowship**
  - Tiered social networking
    - Opportunity to learn more about Rotary
    - Make networking a fun event for Rotarians and alumni
  - Alumni-organized events
    - Alumni can design and execute events that meet their needs and interests
    - Help alumni have a sense of ownership and investment in Rotary
      - “Their contributions matter”
  - Reunions
    - Provide opportunities to reconnect alumni with people who had a major impact on their life

**STAKEHOLDERS**

- Alumni
- Alumni committees—club and district level
- Current program participants
- Rotary coordinators; District Chairs
- Other committees—Youth; New Generations;
Minutes of the October 2014 Rotary Foundation Trustees Meeting

- Interact; Rotaract
- RI President
- Joint Alumni committee
- Local Alumni associations
- RI Staff
- Parents or guardians of alumni
- Charitable recipients of Rotary service projects
- Schools
  - Scholar recipients
  - Help develop Interact clubs

CHAMPIONS
- District governors-elect (DGEs)
  - Add a topic at assembly
- Alumni Committee chairs
- Rotary Senior Leaders
- Program leaders

COMMITTEE COORDINATION
- Evaluate the structure of multiple committees addressing youth and alumni activities
  - Consensus among stakeholder committees
  - 3 year appointments for JCAR — perhaps as an umbrella committee
  - Coordinate targeted demographics in committees
  - Align with Membership Committee reporting and activities
  - New Generations coordination with alumni members
- Recommendation from President-Elect
- Coordinated marketing and communication plan regarding alumni strategy

ADDITIONAL RESEARCH QUESTIONS
- Why is there a high level of interest in joining a Rotary club among alumni, but the likelihood that they will join is so low?
  - Why aren’t they joining Rotary? What is turning them off?
  - What has to happen to make them join?
  - How do they want to connect with Rotary?
- Why are there zero recurring gifts?
- Conduct targeted focus groups
- Why are alumni volunteering with other organizations and not with Rotary?
- What are demographics now? What do we want demographics to be in the future?

CONCERNS/IDEAS
- Clubs must address the “What’s in it for me” question
  - The value proposition for joining Rotary must be clear for alumni
- They will become part of an organization that saves lives, does good in the world
- Clubs must consider the qualifications of the program participants when considering an offer of membership (Rotaract, RYLA-PGMs where no qualification process)
  - Team leaders have responsibility
- High-level training
  - Offer access to:
    - Professional development
    - Leadership development
    - Vocational coaching
APPENDIX Q
AMENDMENTS TO ROTARY FOUNDATION CODE OF POLICIES REGARDING GLOBAL ALUMNI SERVICE TO HUMANITY AWARD AND ALUMNI ASSOCIATION OF THE YEAR AWARD
(Decision 45)

16.040. Alumni Awards

16.040.1. Rotary Foundation–Global Alumni Service to Humanity Award

The purpose of the Rotary Foundation–Global Alumni Service to Humanity Award is to honor an outstanding Rotary Foundation Alumni whose career and activities illustrate the impact of the Foundation’s programs on their service to humanity. For the award, Rotarians should consider individuals whose service activities and professional achievements are of an extraordinary nature. The ideal candidate’s service and professional career would go beyond the local community to touch the lives of people at the international level.

The Rotary Foundation–Global Alumni Service to Humanity Award is given to a single individual. All Rotary Foundation alumni are eligible for the Award.

16.040.1.1. Selection Criteria

1. Candidates must have demonstrated the social benefits of the Foundation’s programs through extraordinary service activities and professional achievements.

2. Candidates must have achieved distinction in their profession or vocation.

3. Candidates must have performed sustainable service impacting the international community.

16.040.1.2. Eligibility Criteria

1. Candidates must accept the award in person at the Rotary International Convention, with exception being granted in special circumstances.

2. An individual may receive an award only once.

3. Individuals may not be nominated for, or receive an award, posthumously.

16.040.1.3. Nomination of Candidates

1. All district governors are eligible to nominate one candidate annually for the zone level competition.

2. Nominations must be made on the prescribed form with a clear description of the candidate's achievements that would qualify him/her for this award; supplementary documentation or material is highly desirable.

3. An invitation for nominations will be distributed to all district governors regional Rotary Foundation coordinators.

4. The RRFC shall be responsible for the nomination process for his or her zone/region and should notify district governors of the zone level deadline and procedures.

5. Each RRFC may nominate one candidate annually from the zone/region for which he or she is responsible for the international competition.

6. Nominations must be received at RI World Headquarters by 30 June for the following year’s award.

16.040.1.4. Selection Process

1. The Foundation Awards Review committee general secretary will review and recommend one winner and one alternate winner of the Rotary Foundation–Global Alumni Service to Humanity Award, to be presented to the full board of Trustees at its October meeting all nominations to assure candidates meet the eligibility criteria and forward them to the selection committee for consideration.
2. The general secretary will review all nominations to assure candidates meet the eligibility criteria and forward to the Foundation Awards Review committee appropriate materials on the candidates. The Joint Committee on Alumni Relations will select one winner and one alternate winner of the Rotary Global Alumni Service to Humanity Award on behalf of both the Board and Trustees, and report these selections to the Board and Trustees at their joint meeting in October. This committee will have the authority to act on behalf of the RI Directors and TRF Trustees with its selections.

3. The recipient of the award and the nominating district governor and RRFC will be notified about winning the award immediately after the October Trustees Joint Committee of Directors and Trustees meeting. Upon written acceptance of the award (including a commitment to receive the award in person at the Rotary International Convention), the winner will be announced to the other nominating district governors and RRFCs regional coordinators, and to the general public, as appropriate;

4. Presentation of the award will be made by the trustee chairman RI president during a plenary session at the Rotary International Convention.

16.040.1.5. Involvement of Global Alumni Service to Humanity Award Recipients in Rotary Activities
Rotary Institute conveners and regional Rotary Foundation coordinators in charge of Foundation seminars are encouraged to invite Award recipients to speak at the Rotary Institute or Foundation seminar as appropriate and if practicable.

Governors and Governors-elect of those districts where Award recipients reside are encouraged to invite the recipients to the district conference or district Foundation seminar as appropriate and if practicable.

Presidents of Rotary clubs where Award recipients reside are encouraged to grant honorary membership to Global Alumni Award recipients who are not Rotarians and to invite them to club events whenever possible.

Past Award recipients may be invited to participate in Foundation events at RI Conventions whenever appropriate and practical.

16.040.2. Alumni Association of the Year Award
The purpose of The Rotary Foundation Alumni Association of the Year Award is to recognize an alumni association that has increased awareness of the significant role Foundation alumni play in Rotary and demonstrated a lasting impact on Rotary Foundation programs. Winning associations receive a plaque or banner, recognition in Rotary media, and the opportunity to present their association’s work at the annual Rotary Alumni Celebration a significant Rotary event.

16.040.2.1. Award Eligibility
The alumni association must:

a) Be formally chartered by The Rotary Foundation International
b) Be up-to-date in responding to all requests for information from RI, The Rotary Foundation, such as surveys and current officers
c) Enhance the awareness of the value of Foundation alumni within Rotary
d) Involve a majority of association members
e) Complete a project or activity over the past twelve months that has impact on either a local or international community
f) Have an online presence through social media, such as Facebook, LinkedIn, or other site
g) Demonstrate collaboration between Rotarians and Foundation alumni
h) Support the Object of Rotary and Service Above Self the mission of The Rotary Foundation

16.040.2.2. Nomination Procedure
At the beginning of the Rotary year, the regional Rotary Foundation coordinator (RRFC) chooses and announces a zone/regional selection committee to receive and evaluate all entries. The RRFC All three regional coordinators should be an ex officio members of this committee.
The zone/regional selection committee should choose the association in the zone/region to receive the award before 15 June. The selected association should be recognized as their zone/regional winner.

The RRFC must fill out and submit the official nomination form to RI World Headquarters by 30 June for the following year’s award. Each RRFC may submit one association from their zone/region.

The Foundation Awards Review Joint Committee on Alumni Relations will review nominations and recommend the one winners of the Alumni Association of the Year Award, to be presented at its October meeting on behalf of both the Board and Trustees, and report this selection to the Board and Trustees at their joint meeting in October. This committee will have the authority to act on behalf of the RI Directors and TRF Trustees with its selections.

21.060. Foundation Distinguished Service Awards Review Committee

The Foundation Distinguished Service Awards Review Committee will be appointed by the trustee chairman to review nominations and recommend winners of the Distinguished Service Award, the Rotary Foundation Global Alumni Service to Humanity Award, and the Alumni Association of the Year Award.

The selection committee will consist of five current trustees (a chair and four members), and will meet prior to the October Trustees meeting. Its recommendations will be presented to the full board of Trustees.
APPENDIX R

INITIATIVES TO SUPPORT MEMBERSHIP GROWTH
(Decision 52)

The following initiatives are proposed to show The Rotary Foundation’s support for efforts to increase membership in Rotary clubs and districts.

1. **To Support New Clubs**
   The Trustees would show support for new clubs through a Centennial Award for New Clubs program that would provide a special supplement of US$2,650 to fund a District Grant project for the first new club in each district that is chartered with at least 33 new Rotarians. In return, the new club and its sponsor clubs would need to raise an equal amount of $2,650 to fund a District Grants project of at least $5,300 to give visibility and recognition to the new club in its community.

2. **To Support Existing Clubs**
   The Trustees would show support for membership growth in existing clubs through a Centennial Award for Membership Growth program which would provide a special supplement of US$2,650 to fund a District Grant project for the first existing club in each district that has a net membership increase of 10 members or an increase of 5%, whichever is larger. In return, the club with the membership increase would need to raise an equal amount of US$2,650 to fund a District Grants project of at least US$5,300 to give visibility and recognition to the Rotary club in its community.
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