

# Strategic Plan (Draft): ESRAG 2018-2028

**ROTARY INTERNATIONAL'S MANDATE FOR ROTARIAN ACTION GROUPS** (*RI Board of Directors, January 2018 Rotarian Action Groups Advisory Guidelines*)

*Rotarian Action Groups are organized with the purpose of supporting clubs and districts in planning and implementing large-scale, community development and humanitarian service projects in a particular domain in which their members have expertise. As part of their work, it is understood that RAGs promote awareness of an issue and advocate for action to address the issue*

**ESRAG's MISSION STATEMENT** (*from ESRAG's Application for Recognition 2015*)

*Serve as a resource to encourage and inspire Rotarians, Rotary Clubs and Rotary Districts in their implementation of environmentally sustainable projects worldwide.*

**ESRAG's VISION STATEMENT** (*derived from ESRAG's Application for Recognition 2015*)

*The Environmental Sustainability Rotarian Action Group (ESRAG) will proactively assist Rotarians, Rotary clubs, and Rotary Districts in planning, evaluating and implementing service projects, building environmental awareness, and inspiring sustainable actions. The result will be Rotary projects that (1) aim to be environmentally sustainable, (2) promote best management practices, (3) implement renewable technologies, (4) emphasize ecosystem conservation, and (5) restore degraded ecosystems to become healthier habitats.*

*Through these five strategic goals ESRAG will encompass Rotary's six areas of focus. It will promote basic education and environmental literacy leading to peace and conflict resolution through sustainable economic and community development. ESRAG's mandate will include improvement of water and sanitation to prevent endemic diseases and reduce the need for treatment, and thereby elevating maternal and child health. ESRAG's reach will extend beyond these six areas of focus to include the needs of all people, and the natural environment that supports them.*

## **ESRAG's FIRST THREE YEARS**

Since ESRAG's inception (Sao Paulo, June 2015), recognition by Rotary International (August 2015) and IRS 501(c)(3) charity status (October 2015), it has become abundantly evident that there needs to be a clearer definition and assignment of responsibilities within the Board of ESRAG. Over the first two years (2015 and 2016) a Founding Board and further Directors were appointed *ad hoc* as individuals joined ESRAG with skills that were needed for the ESRAG to move forward.

From March to June 2017, ESRAG issued its first request for Board Nominees and conducted its first Board elections, bringing the then total number of board members to 17. Although the Founding Board had listed their responsibilities, later members were not so assigned and their roles were not clearly defined. As a result several members came to carry the lion's share of the ESRAG load, which, with growing pains, has now become untenable.

Therefore, the first need to be addressed is the establishment of clearer definitions of the personnel of the Board, their roles and responsibilities. This will then also better inform the Board toward the future recruitment of Directors to this “working board”.

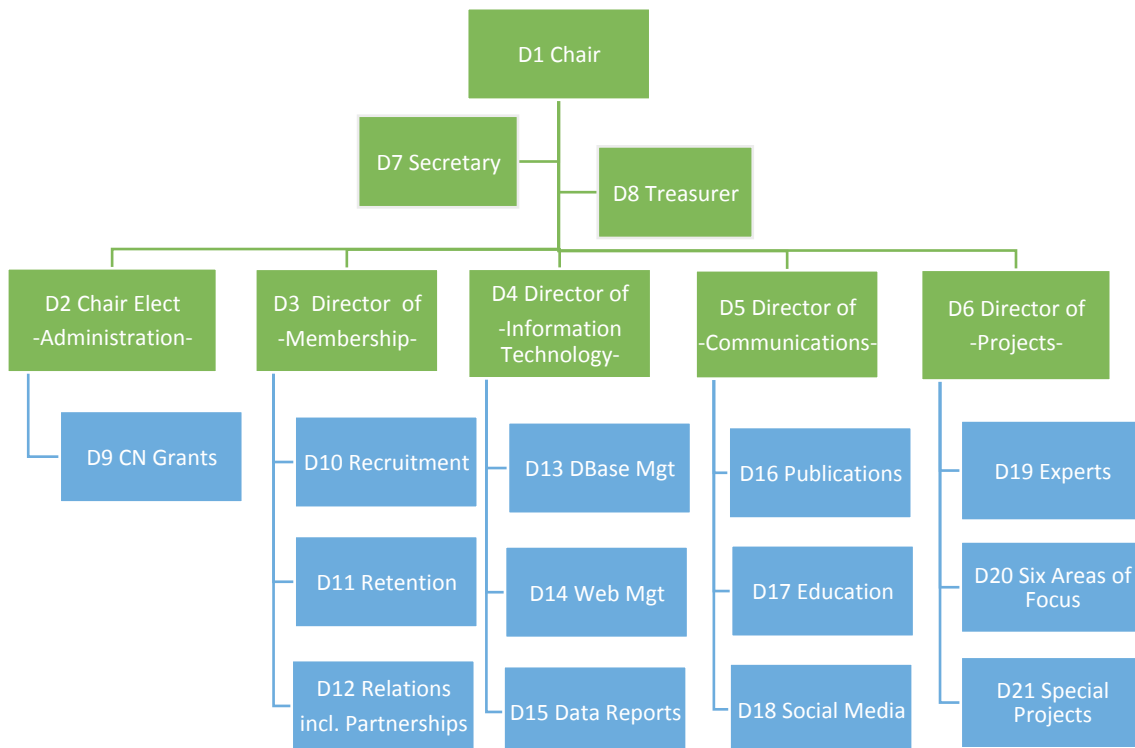
**PROPOSED RE-ORGANIZATION OF THE BOARD**

**The Board and Executive**

ESRAG will be governed by a Board of up to 21 members, including an Executive of eight Officers (six Chairs and the Treasurer and Secretary). No Executive Officer shall occupy more than one office on the Executive. The Executive must commit to meeting at least bimonthly throughout the year, but more frequently if needed to complete its work. Each Board member must be able to commit to meeting bimonthly on the even months throughout the year. Meeting attendance and document collaboration and maintenance mostly occur on web-based platforms, thus familiarity with such systems and access to stable internet is necessary for effective functioning as a board member.

Because of the importance of attending meetings, Board members who are unable to attend three consecutive meetings could be asked to resign to ensure the board can operate more effectively and responsively. The goal of the Board is to have a one third rotation of members each year, therefore, seven annually completing three-year terms. Board members completing a three-year term may stand for re-election for a second three year term. Following that time they must step off the board for at least one calendar year before running for re-election. All positions of the Executive with the exception of the Immediate Past Chair are elected by the board for the year commencing one year later.

**ESRAG Organization Chart (Accepted)**



ESRAG will have four Divisions, each with an Executive Officer (IPC or VC – Green tiles D3-D6) and three primary Directors (Blue tiles D10-D21) and three secondary Directors each year (hence Divisions), plus the Administration (Green tile D2) and Chair Nominee (Blue tile D9). The Divisions build upon the preceding Division from 1. Membership, 2. Information Technology, 3. Communication, and finally 4. Projects.

The significant changes from the previous Organizational Chart are the addition of two Vice Chairs to accommodate the four Divisions, and the assignment of Directors to Divisions.

### **ESRAG Board Member Responsibilities (refined and proposed)**

**CHAIR:** The Chair of ESRAG is a minimum three-year term commitment (one year for each as Chair Elect, Chair, and Immediate Past Chair) thus providing continuity. Ideally the Chair will have served as a Director before being nominated as Chair Elect, and then follow on from IPC for one year completing six years on the Board. The responsibilities of the Chair are to be the recognized official head of ESRAG to all RI, and deal with RI senior management, including the Office of the RI President. The Chair shall officiate at all board meetings (or delegate to another). The Chair shall be responsible for calling all meetings, their agendas, and the production and seeking approval of the official record of those meetings (Minutes) from the Board. The ESRAG Chair is ex-officio on all committees of ESRAG.

**SECRETARY:** The Secretary receives all correspondence and redirects said correspondence to the respective member of the Executive. The Secretary is responsible for distributing all notices of meetings, the Chair's board meeting Agendas and preparation and disbursement of the Minutes. These are to be distributed in a timely fashion so that members have at least one week to review all documents for their respective meetings.

**TREASURER:** The Treasurer shall prepare monthly statements of the accounts of ESRAG as of the last day of the month. The Treasurer will convene a finance committee of at least one other member of the Executive and one from the Board, to prepare the Annual budget to be presented by the April Executive Meeting and to the General Board Meeting in May. The Treasurer expects that each VC shall prepare and present their Division's budgets by March 30. The Treasurer shall retain an "audit team" with one CPA to report to the board at the September General Board meeting (RI COP Audit requirement). The prepared IRS 990 shall be presented to the Executive Board meeting in October for approval, and then filing in November. The Treasurer has signing authority on all check and credit/debit cards, countersigned for amounts greater than \$1000 by the Chair. The Treasurer should as part of their duties seek to encourage succession from within their Finance Team

**CHAIR ELECT:** The Chair-Elect will serve one year as CE. The CE will carry out the responsibilities of the original Executive Director (an Executive position being phased out at June 30, 2018). These responsibilities include arrangements for participation in RI conventions, conferences, breakout sessions, symposia and official ESRAG forums and workshops. The CE also manages the Constitution and Bylaws, and any IRS reporting. The CE will Chair the Nominating Committee for both Director elections before the AGM, and for the Executive elections at the AGM. The CE is also responsible for collating the suggested amendments to the Strategic Plan brought forward by the Division Chairs (IPC and 3 VCs) and Administration Chair (CE) in March. The CE will have the

Director support of the Chair Elect Nominee, determined by election a year prior to becoming the Chair Elect.

**IMMEDIATE PAST CHAIR:** The Immediate Past Chair will serve one year as IPC. The IPC will have three Directors in his/her Division. The IPC will mentor one or several members of their three directors to fill the role of VC. The responsibilities of the IPC are to wrap up the goals of their year as Chair and provide an official report to the AGM. The IPC is responsible for the involvement in RI Convention occurring in their year as IPC, with the support of the CE. The IPC is responsible for receiving and promptly acting upon all correspondence delivered to the Division from the Secretary. The IPC will produce an annual update to the Strategic Plan for their Division by March 30, including an annual budget for their intended programs from the following June.

**VICE CHAIRS:** The Vice Chairs serve a maximum three year term in the Executive as VC. A VC will have three Directors in their Division. Each VC will mentor one or several members of their three Directors to fill the role of VC when they retire or are replaced. They are responsible for receiving and promptly acting upon all correspondence delivered to their Division from the Secretary. They have autonomy over their Division and are responsible for meeting the annual goals for their Division. VCs will produce an annual update to the strategic plan by March 30 each year, including an annual budget for their intended programs from the following June.

**DIRECTORS:** Directors are responsible for meeting with the Chairs of the four Divisions to complete the complement of three primary Directors (action leads) per Division. Directors are encouraged to participate in a second Division (members), different from the two other directors in their Division. To complete the diversity of Divisions, Directors may be assigned roles by the CE with the assistance of the Chairs. The Chairs are expected to mentor several Directors to lead their Division, once they leave office.

### **ESRAG Administration and Divisions**

**ADMINISTRATION:** Headed by the Chair-Elect with the committee of other Chairs of the Executive (Immediate Past Chair and three Vice Chairs, and Treasurer and Secretary) and a Director (Chair Elect Nominee), Administration is responsible for the oversight of ESRAG's master plan and strategic direction, and the cohesive working of the Board.

**DIVISIONS:** Chairs of four Divisions shall be four different members of the Executive. Divisions chairs, have three primary Directors (project team leads) and three secondary Directors (members), therefore, a complement of each is seven members per Division.

The logic behind having four Divisions is that the Membership is our customer base, our consumers, our market. Our market research is stored in our Information Technology database; this database informs ESRAG on the demand, or market supply needs. These needs are communicated to the membership as education through various formats, newsletters, website, social media, etc. Communication educates ESRAG on what needs to be produced, therefore, our ESRAG projects for our market, RI, ESRAG membership, and more. All four Divisions are naturally interconnected and none is intentionally stove-piped.

1. *Division-Membership* – has a VC or IPC plus three primary Directors and three secondary Directors. The responsibilities of the VC of Membership are to manage the growth, satisfaction and retention of the members, knowing that the success and financial stability

of ESRAG depends on the income primarily generated through membership dues, and to a lesser extent donations, volunteerism and partnerships. Primary directors are team leads for Recruitment, Retention and Partnerships/Collaborations.

2. *Division-Information Technology* – has a VC or IPC plus three primary Directors and three secondary Directors. The responsibilities of IT are to manage all ESRAG data in a relational database so that it can be interrogated at any time by members of the board when looking for information about ESRAG. The VC for IT is responsible for ensuring that all data have the highest level of security above the highest national standards (currently GPDR). Access to personal data will always be restricted. IT is also responsible for website platform development, providing the seamless interface between data collection, and online queries and reports. IT is responsible for archiving all ESRAG documents in the ESRAG cloud storage. Primary directors are team leads for data management, web design and connectivity, and problem solving enquiries. IT will manage the Google Drive, Dropbox, and any other cloud storage, including ESRAG email addresses, etc.
3. *Division-Communications* – has a VC or IPC plus three primary Directors and three secondary Directors. The responsibilities of Communications are to manage all ESRAG publications, including Newsletters, Member updates, special communications from the Chair or Division VCs etc. The ultimate editorial authority and responsibility for content rests with the VC for Communications, following general guidance from the Executive when materials do not directly or completely reflect those of ESRAG. Communications is responsible for the production and disbursement of all Educational materials from ESRAG, including all convention materials: brochures, banners, slide shows, online education tools etc. It is also responsible for the content of all webpages and all social media. The three Primary Directors are team leads for Education, Publications and Social Media.
4. *Division-Projects* – has a VC or IPC plus three primary Directors and three secondary Directors. The current responsibilities of Projects that have been identified are to work with RI in coordinating access to the Cadre of Experts, development of the Sustainability language for “Future Vision” Global and District grant applications, the develop and associations of Environmental Sustainability with the six Rotary Areas of Focus, and continuing follow-up with special projects, such as RIP Riseley’s Tree Planting, and tracking Rotary’s carbon footprint. Projects have oversight for all internal and any affiliated co-sponsored projects conducted by ESRAG. Primary directors are team leads for Cadre of Expert and Sustainability at RI, the Six Areas of Focus, and Special projects, such as ongoing monitoring of Rotary’s tree-planting challenge. Position papers will be developed on Environmental Sustainability issues in preparation for submission to the Council on Resolutions process.

*Appendix* –Spreadsheet 1. the work of each Division, and Administration; Spreadsheet 2. the responsibilities of the Board

## **LONG-TERM (10 YEAR) GOALS**

In 10 years the Executive will employ an Executive Director and several assistants. The Secretary and Treasurer will be employees of ESRAG. Membership will be approaching 20,000 active (dues paying) members. Information Technology will have captured all 21<sup>st</sup> Century data from Clubs and Districts relating to environmental projects, and be monitoring these projects annually. Communications will highlight successful environmentally-sound Rotary projects base on empirical data. ESRAG will support three major Environmental Initiatives that will impact all areas of Rotary endeavors. ESRAG will have a two-day conference preceding the Annual Conventions, convening with other RAGs to exemplify their work and their environmental sustainability, and economic and social sustainability in the Plenary Sessions of RICON.

### **MID-TERM (5 YEAR) GOALS**

In 5 years the Executive will employ an Executive Director and several assistants. Membership will be approaching 10,000 active (dues paying) members. Information Technology will be continuing to capture 21<sup>st</sup> Century data from Clubs and Districts relating to environmental projects, and monitoring these projects annually. Communications will now be highlighting successful projects based on empirical data. ESRAG will support three major Environmental Initiatives that will impact some areas of Rotary endeavors.

ESRAG will have a two-day conference preceding the Annual Convention, convening with other RAGs to exemplify their work and their environmental sustainability, and economic and social sustainability.

### **SHORT-TERM (1 YEAR) GOALS**

The annual goals are to get beyond the formation challenges of ESRAG capacity building. Membership will quadruple and Information Technology will have a well-developed database and web-based system of rapidly collecting data from club projects. Communications will have regular newsletters and produce education products that ESRAG membership feels meets their needs to remain engaged in ESRAG. Projects based around the needs of Rotary International produce reliable information currently not available to RI leadership. ESRAG changes the interpretation of sustainability references to encompass environmental sustainability in applications for grants and ESRAG projects begin to interact with Rotarians at the Club level.

Christopher F. Puttock – Chair - Strategic Plan Committee

Version 6.0 – July 20, 2018