

# ROTARY

July 2021

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celebrate  
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Rashi Mehta  
dare you  
to dream**

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**TOGETHER, WE**

# **INSPIRE**

Rotary believes in taking action to create positive change in communities. That's why Rotary members participate in thousands of events around the globe, including the Miles to End Polio bike ride, to raise funds to help eradicate polio and support other causes. Inspiring others and leading by example - that's what people of action do.

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**Rotary**  **PEOPLE of ACTION**



## MY DEAR CHANGEMAKERS,

I wish each of you and your families a great Rotary New Year! Together, let us make it the best year of our lives, by making it a year to *grow more and do more*. Let this be a year of changemakers, and let us begin with our membership.

That is precisely why the Each One, Bring One initiative is so important. During this year, I urge you to dream of new ways in which Rotary can expand its reach into your community and therefore the world. If each member introduces one person to Rotary, our membership can increase to 1.3 million by July 2022. So, let's just do it!

Imagine the change we, as Rotary members, can make when there are so many more of us! More people to care for others, more people to *Serve to Change Lives*. Think of the impact we can have through *grow more, do more*. More members will enable us to embark on bigger and bolder service projects. And each of us can also continue to serve in our own personal ways, responding to needs in our communities.

The beauty of Rotary is that service means different things to different people around the world. One element, however, that we can incorporate into all of our service initiatives is *empowering girls*. Unfortunately, even in this day and age, girls and young women face disproportionate challenges all over the world. We have the power to lead the charge for gender equality. Empowering girls and young women to have greater access to education, better health care, more employment, and equality in all walks of life should be embedded in every Rotary project we launch. Girls are future leaders, so we

must ensure that we help them shape their future.

These are challenging times, and I compliment each of your efforts in grappling with COVID-19. No challenge is too big for Rotarians. The bigger the challenge, the more passionate the Rotarian. Look at what we can do when we take on a colossal challenge such as eradicating polio. Look at the millions of lives we improve by strengthening access to water, sanitation, and hygiene. Look at what we do every year to promote peace in places where it seems unimaginable. Our basic education and literacy programs have nation-building impact.

This year, let us challenge ourselves to do more such projects and programs that have national reach and impact. This year, let us *Serve to Change Lives*.

The biggest gift we are given  
Is the power to touch a life,  
To change, to make a difference  
In the circle of life.  
If we can reach out  
With our hand, heart, and soul,  
The magic will start to happen  
As the wheel begins to roll.  
Let's turn the wheel together  
So all humanity thrives,  
We have the power and the magic  
To *Serve to Change Lives*.

*Shekhar Mehta*

President, Rotary International



# WELCOME



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**YOU ARE HERE:** New Taipei City, Taiwan

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**THE FISHING:** Fishermen in the Jinshan district of New Taipei City, on the northern coast of Taiwan, keep up an old practice known as fire fishing. They ignite the gas emitted by sulfuric rocks, creating a flame above the water. Sardines, instinctively drawn to the bright light, rise to the surface and jump into the air in a frenzy. The crew members then use nets to scoop the fish into the boat.

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**THE CLUBS:** In nearby Keelung City, you can choose from a number of clubs to visit. Among them: the Rotary Club of Keelung Central, which meets Thursdays at 12:30 p.m.; the Rotary Club of Keelung East, Fridays at 12:30 p.m.; the Rotary Club of Keelung South, Fridays at 6:30 p.m.; and the Rotary Club of Keelung Yong Chang, Thursdays at 6:30 p.m.

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**THE PHOTOGRAPHER:** Yeong Hsiou Chen (Asic), Rotary Club of Taipei Hwachung, Taiwan

# ROTARY

July 2021

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**Cynthia Edbrooke**

## CIRCULATION MANAGER

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Rotary 



EVERY  
ROTARIAN  
EVERY  
YEAR

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By John Rezek

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Changes in effect 1 July will allow us to support large-scale, sustainable projects for years to come

Illustrations by Sjoerd van Leeuwen

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The arrival of the first peace fellows at the new peace center in Kampala, Uganda, heralds the beginning of a new era for Rotary and the continent

By Jeff Ruby

Photography by Tobin Jones



Rajesh Gupta

**On the cover:** Shekhar Mehta, who takes office 1 July as 2021-22 Rotary International president, and his wife, Rashi, at their home in Kolkata.

Photography by Rajesh Gupta

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“I may not single-handedly change Uganda’s direction. But every intervention I make to change the ordinary citizen’s outlook toward human rights is a good contribution. If we have a number of people doing that, we can bring about significant change.”

— Rotary Peace Fellow Catherine Baine-Omugisha

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Tobin Jones



## Pioneer woman

**I**N 1960, PAULA RAPOSA got married and moved across the Atlantic from the Azores islands to her husband’s hometown of Fall River, Massachusetts. “It was a very difficult time for me,” she recalls. “I had left my family, my friends, and my home.” She found work folding drapes in a factory and as a cashier in a grocery store before landing a position as a teacher’s aide. Eventually she became executive director of an organization that provides education and vocational training for immigrants and others who need support. “I was always very grateful that we were able to serve those who came to this country looking for the American dream,” she says.

In 1987, when she was invited to join the Rotary Club of Fall River, Raposa became its first female member; in fact, at that time, women had not yet been officially welcomed into Rotary. The club inducted several more women before Rotary changed its policy in 1989. In 1998-99, Raposa served as the club’s third female president.

— SUSIE L. MA

Read more about the Rotary Club of Fall River on page 56.

Illustration by Viktor Miller Gausa

**W**HEN JOE CANE, our production artist, was on his way to get his second shot of the COVID-19 vaccine, he walked past a park that's home to a statue of Louis Pasteur. On the plaque is a quote: "One doesn't ask of one who suffers: What is your country and what is your religion? One merely says, You suffer. This is enough for me. You belong to me and I shall help you." Joe told me how appropriate it seemed to see this message along his route at that moment, especially when so many countries need our — and Rotary's — help.

The fact that Joe noticed that plaque made me appreciate the depth of the magazine staff's commitment to what we do — how we live and breathe the work of the pages we publish. It also made me think about the gradations and intensities of how we see the world and how the world permits itself to be seen.

We can understand something, for example, without realizing what that understanding means. We can know the facts of a pandemic without being fully aware of the living implications of those facts. We can read the statistics of the fundamental health crisis that COVID-19 has produced in Italy, in Brazil, in Michigan. We can hear reports, as I write this, on the lack of oxygen in the hard-hit southern parts of India.

We can learn of people trying to find oxygen on the black market for family members who desperately need it. Who among us would even begin to know where to look?

And then we can have a Zoom meeting with a colleague in Kolkata, during which we can see the crisis in the moving contours of his face and the changing inflections of his voice.

While we can see and hear and understand all we want, it isn't until we realize, until we find our place in what we understand, that we can direct ourselves. Realizing provides the mental grout that allows us to connect to the world.

Sometimes realization is expressed as an epiphany: a sudden, intuitive understanding of things.

Epiphanies can be of varying degrees. Some can be life-changing, such as when you experience a thunderbolt of insight that you are, in fact, one with the universe. Some can be of a lesser but still important order, such as when, after much struggle, you find yourself able to understand and solve quadratic equations. The surprising clarity that can only be expressed by "Aha!" also qualifies.

I've been around enough Rotarians to have seen a practical use for epiphanies. For them, epiphanies do not come out of nowhere, and are coupled with the motivation and determination to do something. Realization happens not in a vacuum, but as the result of seeing ourselves in relation to others and envisioning how bright possibilities can fall into place.

This is how Rotary's new president, Shekhar Mehta, works. He calls them dreams, and they may at first seem intemperately personal, but they must be shared and understood. Because that's the only way we can hope that they become true.

**JOHN REZEK**

*Editor in chief*

I've been around enough Rotarians to have seen a practical use for epiphanies.

## Letters to the editor



### TAKE ACTION

Our Rotary Climate Action Team stood up and cheered — virtually, of course — when we read your "In Our Nature" article in the April issue. Diana Schoberg's overview of the investment Rotarians have already made in environmental stewardship and the opportunities still to come was excellent. It reminds us of how critical a healthy planet is to the many initiatives Rotarians support. In fact, without due attention to our climate crisis, all of the strides we have made in peacebuilding and conflict prevention, disease prevention and treatment, maternal and child health, basic education and literacy, community economic development, and water, sanitation, and hygiene could be seriously jeopardized. So, we applaud the wisdom and vision of the Board and Trustees. This action is good news. If you or your club would like to learn more about Rotary Climate Action Teams, see our website at [rcatnow.com](http://rcatnow.com).

— **Scott Richardson,**  
Northfield, Minnesota

### NEXT STOP

Your article about the railroad-fellowship ["All Aboard!"] Our World, April] lists scenic routes of note. While I agree that the Narrow Gauge Railroad historic steam train is simply spectacular, I'd like to mention another great: the Grand

A photograph of an elderly couple embracing in a field. The man is wearing a green sweater and the woman is wearing a plaid jacket. In the background, a family of four is walking away from the camera. The scene is set in a field with hills in the distance under a bright sky.

# REMEMBER ROTARY

*Every Rotarian has a legacy.*  
Share yours today.

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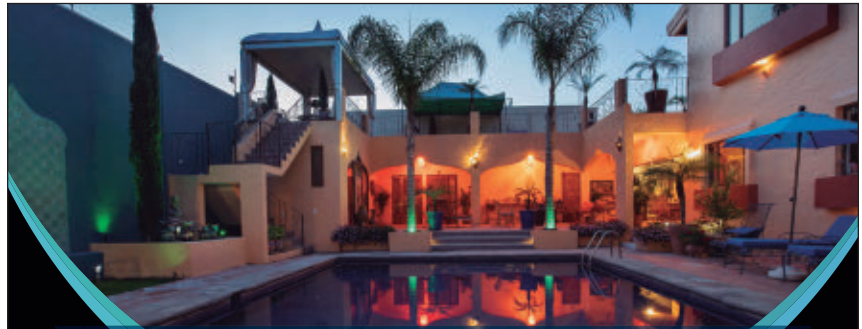
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Canyon Railway trip from Williams, Arizona, to the Grand Canyon. Not only is this a fun-filled ride, but the destination is like no other. Not to be a snob or booster, but this far surpasses the Chicago “L.” And as far as amazing stations go, don’t forget the Milan, Italy, central station — truly a monument.

— **Steve Goldston,**  
**Phoenix**

## ENVIRONMENTAL EDUCATION

Today I shared with my employees “The Conversation” with Catherine Coleman Flowers [March]. Our heating and air-conditioning company works with the rural public on a daily basis. We all agree that wastewater and water mismanagement in general are huge issues. We must educate, train, and enlighten people to help them understand the importance of water to our everyday life. Clean water, clean air, and a healthy planet are the most important daily issues we face, and we should make them a priority.

**Horace Douglas Hunt Jr.,**  
**Thomasville, North Carolina**



## HISTORICAL MUSINGS

Interesting story on the history of vaccination! However, when I read that in 1777 General Washington ordered “the vaccination of every soldier in the Continental Army,”

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and then I read that Edward Jenner vaccinated James Phipps in 1796 and coined the term *vaccine* thereafter, I had to wonder: Did Washington use a time machine to bring these soldiers 20 years into the future for the vaccine? I think your timeline should have stated that Washington ordered the *variolation* of his soldiers.

— **T. Michael Maher,**  
**Sunset, Louisiana**

Kudos for the article on “A History of Vaccination” in the April issue. It was presented in an enlightening way, and it’s most appropriate in this current time.

— **Glen Thame,**  
**Kingston, Jamaica**

## WHERE IN THE WORLD?

What is the location of the photograph on the April cover? Is it the Alaska coastline, east of Anchorage (where we saw the calving of a glacier)? Lake Louise? Or someplace we haven’t seen? The picture is of a beautiful spot.

— **Bill and Betty Nathan,**  
**Slingerlands, New York**

**Editor’s note:** We received many letters from readers wondering about our April cover photo, which helped illustrate Rotary’s new environment area of focus. It is Lake Louise in Banff National Park, Alberta.

## YOUR BEST ISSUE

I’ve been a Rotarian for 30-plus years. You have made changes to the magazine, and the March issue is the best I’ve seen. It was interesting from front to back. I felt compelled to write and compliment you — it was that good.

— **Stephen Robbins,**  
**Cypress, California**



## Share your story

In our March issue, we excerpted pieces from our annual What It’s Like feature. If you’re a Rotarian with a great story — or you know someone connected with Rotary who has a fantastic tale — we want to hear it. Share your story with us at **magazine@rotary.org**. Include “What it’s like” in the subject line of your email.

# FOR MAY 2021

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## THE SPECIALIST

# Can we talk?

*Podcaster gets her ideas on the record*

**T**he first step in podcasting is identifying whom you want to speak to and what you want to speak about — the more specific, the better. Don't be afraid to say you're going to have a Rotary podcast for this city. You can make it super micro. I'm a co-founder of the company Design Thinking Japan, which is based in Japan. When people on English-language podcasts talk about Japan, they tend to talk about food or travel; there isn't a modern dialogue around business in Japan. So when I started a business and innovation podcast called *Business Karaoke* that focused on the global and Japanese markets, people were excited. The more specific you get on a topic, the more crazy people are about it. I like cake, but if I find someone who likes my favorite kind of cake, say, lime coconut, there's a deeper connection.

**The key to podcasting is consistency.** It's important that you find the medium that's easiest for you to use. If you use Facebook, you can do a Facebook Live and

then pull that audio. Or you can record directly to your computer. I record interviews on Zoom. Begin with where you can be most consistent, and then adjust as you go.

**People often get caught up in the tech side** of things and don't even begin. In design thinking, we begin with a user-centric approach. I want to showcase conversations with global leaders who are interested in both the Japanese and the global markets and enable new voices to rise in the industry. That's my aim, and then the tech just follows. For my first podcasts, I recorded onto my computer directly. It wasn't until episode 16 or 17 that I got a microphone. Now I also use audio cleanup software so it doesn't sound like a Zoom meeting.

**I'm interested in the analytics,** not because I want this podcast to be a revenue stream, but because I want to see what topics people are interested in. For example, if you're running a Rotary club podcast and you do an entire month on global grants but nobody listens, then even though global grants are important, maybe that isn't what the audience wants to hear. Use that as a compass.

**Because of Rotary, I'm not scared** to reach out to very influential, famous people. I've sat at tables with business owners and ambassadors. I've been to gala dinners with government officials. Through my experience with Rotary, I feel like I have a seat at the table.

**Brittany Arthur**  
Rotary Club  
of Berlin  
International,  
Germany

WHAT WOULD YOU DO?

## Surprised by candidate swap

**Y**OUR CLUB HAS arranged an exchange for young professionals with a club in another country, and as a member of the exchange committee, you have been charged with selecting candidates from the pool of Rotaractors who have applied. But your club president suggests other candidates, some of whom are members of the president's family. The other committee members agree with the president's selections, saying the exchange would be a great way to introduce those young people to Rotary. What would you do?

Rotary club members arranged the exchange specifically for Rotaractors. Rotaractors are leaders who are educated in human relations, ethical standards, and respect for the dignity of others. They are Rotary's best emissaries.

I would remind committee members that they were charged with selecting candidates from Rotaractors who applied. The candidates suggested by the president have not yet been introduced to Rotary and therefore do not meet the intent or purpose of the exchange. Rotaractors, the best-qualified candidates, have earned and deserve this opportunity.  
— **Lynn Schmit, Rotary Club of Mahomet, Illinois**

The success of a club rides on the decisions of committees instituted for a particular purpose. Whereas introducing young people, some of whom are related to the president, to Rotary may benefit the club membership, the test of fairness would have failed. The committee should fairly consider the received applications and avoid any form of prejudice. It would appear sectarian if the

### Next question

Your club president is on the board of a local organization. The organization wants to partner with your club, but it doesn't have many resources that will enhance your club's projects. In fact, you believe your club would be providing the organization with resources and a network to expand its efforts without reciprocal benefits to your club. Your club president is persistent about creating the partnership and wants you, as service chair, to find a way to make it work.

What would you do? Tell us at [magazine@rotary.org](mailto:magazine@rotary.org).

club president's family members are considered against the applicants from the community, and that would not be healthy for the future growth of the club. It all goes back to The Four-Way Test!

— **Douglas Ntanda Mugenyi, Rotary Club of Mbarara, Uganda**

When they become club members, Rotarians make a promise to serve others without seeking reward — not for themselves, and not for their loved ones and relatives. It goes against our ethical principles and The Four-Way Test to want to give scholarships, trips, or contracts to relatives.

I would stand against the wishes of the president and in accordance with my ethical principles.

— **Juan Carlos Rodríguez S., Rotary Club of Cochabamba-Tunari, Bolivia**

I would stay firm and explain why the club should not violate ethical standards. I would recommend that the president ensure his family members become Rotaractors first, so that they qualify for the next round of exchanges, not this one! I would say that The Four-Way Test applies to all circumstances and to all.

— **Mohammed Zainul Abedin, Rotary Club of Gulshan Lake City, Bangladesh**



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- 22**  
Deep reading
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Talking  
philanthropy

## PANDEMIC RESPONSE

# Friends in need

*An international relationship came full circle when clubs in India provided aid to Detroit at the start of the pandemic*

**F**OR THE PAST SEVERAL years, Rotary clubs around the city of Pune, India, have been working with clubs in the Detroit area on global grant projects in India. One grant provided neonatal intensive care equipment to a hospital in Pune. Another provided computer-based e-learning systems at nine schools in that city.

Clubs in Michigan, says Myra Ford, 2020-21 president of the Rotary Club of Detroit, “had always implemented global grants that went offshore. Last spring, when the clubs in India saw what was happening in Michigan, they said, ‘Wow, we want to help Detroit.’”

Detroit was one of the early COVID-19 hotspots in the United States. Michigan reported its first death attributed to the virus on 18 March 2020; two weeks later, on 1 April, the state reported a total of at least 337 deaths and nearly 10,000 confirmed cases, according to the *Detroit Free Press*. The local news website Deadline Detroit reported on 24 March that cases in the city were increasing at a faster rate than they had in the earlier hotspots of Seattle and New York City. Hospital systems were becoming overwhelmed, and due to a shortage of personal protective equipment, or PPE, frontline health care workers were among those becoming infected.

The outbreak was likely compounded by the city’s high rates of poverty and pre-existing conditions, health officials said. One-third of Detroit residents live in poverty,

the highest level among the 50 most populous U.S. cities. Joneigh Khaldun, Michigan’s chief medical executive (and a member of the Biden administration’s COVID-19 Health Equity Task Force), told *The Detroit News* in late March 2020 that she had “heard stories of people spending their last dollar to take a bus to a store to get food or essential goods, only to find that the shelf is empty.” Khaldun also noted that many families depend on school meals for their children, “and now they are not sure how their children will get fed.”

“Detroit was really suffering,” says Makarand Phadke, 2020-21 president of the Rotary Club of Pune Metro. “We kept reading about it in the newspapers here and watching on CNN how bad things were. And we said, ‘There’s something we could do.’”

This time, the Rotary Club of Pune Metro would serve as the international sponsor club for a global grant benefiting people in Detroit.

The Pandemic Relief for Detroit Project, as it came to be known, got underway quickly in April 2020 and grew into a \$71,000 project supported by a Rotary Foundation global grant. On 15 December, at a Zoom event, the clubs announced the project’s first disbursement: \$15,000 to Gleaners Community Food Bank. With a matching grant from the Kroger grocery chain, Gleaners was able to cover the cost of 90,000 meals.

It’s uncommon, but not unheard of, for a global grant to support beneficiaries in the United States. What made this project even more

Learn more about how Rotary has responded to the coronavirus pandemic and what you can do to help at [rotary.org/en/rotarys-response-coronavirus-pandemic](https://rotary.org/en/rotarys-response-coronavirus-pandemic).



unusual was how it capitalized on — and flipped — existing relationships between Rotary clubs in southeast Michigan and in Pune.

The project was sparked by a conversation between Phadke and Ashish Sarkar, a member of the Rotary Club of Ann Arbor, Michigan. “At that time, I believe Michigan had the third-largest case count among the states, and the Detroit area was 75 percent of that,” recalls Sarkar, who became the project organizer. “Makarand said, ‘I know Detroit is not in your district, but how can we support it? We want to send money.’ They wanted to give \$10,000. I said, ‘Well, you can send \$10,000 to the Detroit club, or if you send it to us, the Ann Arbor club, we can give it to them, but that will be, you know, a drop in the bucket.’”

Sarkar, who served as finance committee chair for District 6380

(part of Ontario; part of Michigan), was already thinking on a larger scale. “I can round up people in our club and other clubs in Detroit, and you can try to get more money from your side, too,” he told Phadke.

After getting buy-in from the Rotary Club of Detroit, Sarkar and Phadke began recruiting additional clubs, and the Detroit club reached out to health and social-service providers to assess their needs. The ultimate goal was to divide the funds evenly, with half going toward badly needed PPE for frontline health care workers and the other half to food pantries and other social-service organizations.

Wanting to move things along as quickly as possible, Sarkar determined that a smaller club might come to a consensus about taking on the duties of a host club more quickly than a 200-plus member

Founded in 1977, Gleaners Community Food Bank collects donations from grocers, retailers, local gardens, food drives, and other sources. Volunteers and staff sort food and distribute it to over 500 partner soup kitchens, shelters, and pantries in five counties in Michigan.

club like Ann Arbor. So Sarkar tapped another club in District 6380, the Rotary Club of Ann Arbor North, to serve as the host club for the grant. “We’re a small but mighty club,” says Manish Mehta, the club’s director of international service. “I took it to our club board and in less than four days, we did an email approval.”

In the end, seven clubs in southeast Michigan and five in Pune participated in the project, which wrapped up in April 2021. The Rotary Club of Bangalore Brigades in District 3190 also took part; districts 3190 and 6380 both provided District Designated Funds.

When Sarkar reached out to District 3110, which covers another region of India, he was told the district couldn’t provide funding but would make calls to other districts it had worked with. That led to funds

“It doesn’t matter where you are — people suffering are people suffering.

This exemplifies what Rotary is all about, that people the world over come together to solve problems.”

coming from a district on another continent: District 9211, covering Uganda and Tanzania. “When I put it to our grant committee, they said, ‘We’re going to take money from Africa? As it is, we’re taking money from India!’” says Sarkar. “I said, ‘Look, get over your pride. This is a unique opportunity. If somebody wants to help, let’s do it.’”

Phadke wondered if he would encounter resistance from members of the Pune clubs, too. “The hesitation in my mind was that club members would say, ‘There are so

many problems here. Why are you wanting to do something in a different country?’” he recalls. “But there was huge support.”

That enthusiastic response, to Phadke, represents the best of Rotary. “It doesn’t matter where you are — people suffering are people suffering. This exemplifies what Rotary is all about, that people the world over come together to solve problems. Regardless of geography, regardless of the nation, the drive is to help where the problems are.”

— KRIS VIRE



In delivering PPE boxes on carts at the Detroit Veterans Affairs hospital, Rotarians are joined by volunteers from the Pioneer Medical Research Foundation's Project Palav, dedicated to reducing neonatal mortality.

**By the numbers**

**7**

Participating clubs in southeast Michigan

- Ann Arbor North
- Detroit
- Ann Arbor
- Ann Arbor West
- Lakes Area
- Novi
- Troy

**6**

Participating clubs in India

- Pune Metro
- Pune Central
- Pune South
- Pune Pristine
- Pune Inspira
- Bangalore Brigades

**10,000**

Number of specialty face masks and face shields provided

**4.3%**

COVID fatality rate in Detroit, compared with 2.1% statewide in Michigan as of 6 May 2021.

**Short takes**

After the Rotary Fellowship of Badminton was approved in March, members in Addis Ababa, Ethiopia, held a tournament in celebration.



Districts 1990, 2080, 7230, and 9212 convened an online event in April celebrating “75 Years of Action” between Rotary and the United Nations.



PROFILE

## On call

*Patient advocate fights for better care*

**Pat Merryweather-Arges**

Rotary Club of Naperville, Illinois

**P**AT MERRYWEATHER-ARGES had recently taken a job with the Illinois Hospital Association when her father went into the hospital.

“He was a leukemia patient, and he was in a clinical trial,” explains Merryweather-Arges. “He went in for a biopsy to see whether the chemotherapy was affecting his liver.” That day turned out to be the last time she ever talked to him. “Everyone in the procedure room thought someone had already tested him for his coagulation factors, but nobody had. He ended up bleeding to death.”

Her personal grief overlapped with her work: Merryweather-Arges has devoted much of her professional life to creating and auditing systems that safeguard patients. She now serves as executive director for Project Patient Care, a nonprofit organization that works to prevent medical errors; previously, she worked for a company contracted by the U.S. government to improve the quality of Medicare across several states.

“Ten percent of all deaths in the U.S. are attributable to medical error, which includes diagnostic error,” she says. “So our major work is on systemic change.” This includes things like better use of electronic health records — something that could have saved her father if a computer had alerted his health care provider that a needed test had not yet been performed.

Merryweather-Arges served as governor of District 6450 in 2012-13. Next July, she’ll begin a term on Rotary International’s Board of Directors. She is also a member of Rotary’s COVID-19 task force. “Rotary has the story to tell that vaccines do save lives,” she says. “That’s something the world needs to hear right now.”

— VANESSA GLAVINSKAS

Rotary’s Accountability and Inclusion webinar series — covering topics related to diversity, equity, and inclusion — concludes this month. Learn more at [rotary.org/DEI](https://rotary.org/DEI).



Applications for global grants to support projects in Rotary’s new area of focus, the environment, will be accepted beginning on 1 July.

More than 20 districts throughout Latin America organized a three-day virtual peace symposium in April.

# Rotary projects around the globe

By BRAD WEBBER

# 90,000

## NICARAGUANS ESTIMATED TO HAVE BEEN ADDED TO THE POVERTY ROLLS IN 2020



### United States

After hundreds of Rotary clubs in Zones 33 and 34 provided millions of meals to community members in need during the inaugural year of their Feed 10 Million initiative in 2019-20, District 6910 in northern Georgia is serving up a generous portion in the food drive's second year. As of late April, the district had provided more than 2 million meals. District 6910 coordinated with the Farmers to Families Food Box program of the U.S. Department of Agriculture, which was designed to address the waste of produce that was left to rot in fields as a result of the COVID-19 crisis, says Randy Redner, a past president of the Rotary Club of Duluth, Georgia. "The food is paid for by the government. We provide the organization, the volunteers, and the connectivity in the local community to make sure it goes to the people who need it."



# 10%

## FOOD-INSECURE U.S. HOUSEHOLDS IN 2019



### Nicaragua

In the city of Chinandega, impoverished children scavenge at a garbage dump in search of items to resell. Frank Huezo, now a member of the Rotary Club of Kingwood, Texas, introduced his former club, the Rotary Club of Lake Houston Area, to the work of a local nonprofit called Fundación Chinandega 2001, which helps the children. Rotary members helped build a trade school, which trains students in practical skills such as woodworking, metalworking, welding, digital photography, and sewing. Funding from an expanding network of Rotary members in Texas and elsewhere also supported a hospital, a shelter for pregnant women, and a group home that helps blind children transition to mainstream schools.





### Lithuania

To lift the spirits of health workers responding to the pandemic, members of the Rotary Club of Vilnius sv. Kristoforo treated the staff of Vilnius City Clinical Hospital with pastries “to make them feel appreciated and, hopefully, make them smile a little more often,” says club member Giedrius Sulnius. Over the course of 10 Fridays concluding in late March, the club ordered 600 pastries, at a cost of \$825, from a local bakery. “We cannot visit medics, but we can help them feel appreciated,” Sulnius says, while noting that documenting the “Smiles for Doctors” project proved to be a challenge. “As soon as someone tried to take a photo, the pastries were already gone.”

**Rotary**   
Club of Vilnius  
sv. Kristoforo

# 21

## ROTARY AND ROTARACT CLUBS IN JORDAN



### Jordan

The Rotary Club of Amman Jordan River is making beautiful music. Club member Rana Rizkallah, maestro of the Youth Orchestra at the National Music Conservancy, assembled talented musicians for a Rotary-sponsored orchestra. For musicians who do not read music but can play by ear, the orchestra offers special classes in music reading, which Rizkallah notes might open up career opportunities. For the time being, all the members are Rotaractors, but Rizkallah hopes to open the orchestra to non-members in the future. Socially distanced rehearsals began in early 2021. With its repertoire of both Western and Arabic pieces, “the goals of the orchestra include offering in-house entertainment for all events and activities we organize, to save the cost of getting outside entertainment,” says Rizkallah.

**Rotary**   
Club of Amman  
Jordan River

# 3%

## RWANDA'S EDUCATION BUDGET AS A PERCENTAGE OF GDP IN 2018

### Rwanda

The Rotaract Club of Kie is devoted to helping schoolchildren. The club, which has raised money for the Rwandan unit of SOS Children's Villages through T-shirt sales and a charity walk, heard about pupils whose families were having a hard time meeting the expenses of public school; although education in Rwanda is ostensibly free, costs still add up. The club donated books, pens, a mathematics set, and a schoolbag for each of 15 students at the GS Gahanga I School, and covered fees and school uniforms, says Musa Kacheche, club president. The club also does smaller projects, such as street cleaning and building toilet facilities for senior citizens.



**Rotaract**   
Club of Kie

BIG PICTURE

# Rotary's great global leap

*Celebrating a century of clubs on six continents*

**B**Y THE MIDDLE OF 1921, Rotary had reached all six habitable continents. It was the culmination of years of work by globe-trotters such as Jim Davidson, who was known as the Marco Polo of Rotary. Passionate about Rotary's message of friendship and service, Davidson, a member of the Rotary Club of Calgary, Alberta, carried that message to cities throughout Asia and Oceania. From there, the spirit of service was unstoppable, paving the way for Rotary to become what it is

“Our club’s foundation was the spirit of service that is now stronger than ever.”

— Shin-ichi Yoshizawa

today. To mark the centennial of this great expansion, we highlight some clubs that were chartered that year and some early leaders who helped transform Rotary from an idea into a global force for good.

—JOSEPH DERR

Explore Rotary history at [rotary.org/history](http://rotary.org/history).

CONTINENTAL EUROPE

► **Madrid**

**1 January 1921**

**First in Continental Europe**

Rotary headquarters tapped Angel Cuesta, a cigar magnate then living in Tampa, Florida, to help introduce Rotary in his native Spain. Cuesta worked with Ely Palmer, an American diplomat, to organize a club in Madrid. By 1940, the number of Rotary clubs in Spain had grown to 28, but that year all the clubs were shut down in the aftermath of the Spanish Civil War. In 1977, after Spain's return to democracy, a new club in Madrid was chartered and later granted use of the original 1921 charter date.

**Rotary in Spain now:**

**232 clubs | 4,317 members**

► **Paris**

**1 April 1921**

**First in France**

From Rotary's very beginnings in the City of Light, Parisian Rotarians were actively promoting *la fraternité*: At the time of the 1921 Rotary Convention in Edinburgh, Scotland, the Paris club was only a couple of months old, yet three delegates from Paris invited the 2,300 convention attendees to visit the city, *The Rotarian* reported in December 1924.

**Rotary in France now:**

**1,077 clubs | 28,707 members**

ASIA

► **Tokyo**

**1 April 1921**

**First in Japan**

Rotary in Japan has roots in the Lone Star State: Kisaji Fukushima, an executive at the Mitsui Trading Co. who had joined the Rotary Club of Dallas, introduced Umekichi Yoneyama, another Mitsui executive who was visiting the U.S., to the ideas of Rotary. By 1921, both were back in Japan, organizing the Tokyo club. Clubs in Osaka, Nagoya, Kobe, and Kyoto followed shortly thereafter. The Tokyo club was also the first in Japan to be readmitted to Rotary following World War II, on 29 March 1949. “Our club’s foundation was the spirit of service that is now stronger than ever,” says Shin-ichi Yoshizawa, director of the club’s centennial celebrations.

**Rotary in Japan now:**

**2,237 clubs | 85,817 members**

AMERICAS

► **Mexico City**

(now known as the Rotary Club of Ciudad de México)

**1 April 1921**

**First in Mexico**

During the waning months of the Mexican Revolution, Rotary leaders reached out to Fred Warren Teele, an American manager at the Mexican Light & Power Co. who had been a member of the Rotary Club of Montreal, to see if the time was right to start a Rotary club in Mexico. By 1921, it was, but most of the first members were expatriates: 23 Americans, two Brits, and five Mexican citizens. “Rotary is accomplishing that which the League of Nations failed to do,” said club member Manuel Palavicini in 1922. “It is bringing nations closer together and sowing the seeds of brotherly love.”

**Rotary in Mexico now:**

**609 clubs | 9,619 members**



Illustration by Zulema Williams

## OCEANIA

### ► Melbourne, Australia

1 April 1921

#### First in Oceania

The first trip Jim Davidson took for Rotary was to Australia and New Zealand, where he and James Layton Ralston of Halifax, Nova Scotia, helped get things off the ground in 1921. Of the Melbourne club's inaugural meeting, Davidson and Ralston wrote that "there was a true Rotary ring in the air" among the new Rotarians, whose members included a ship owner, a tramways executive, a brewer, and the consul general of the United States. Clubs in Australia are celebrating the centennial by promoting service projects in the community and throughout the region, such as efforts to end eye diseases and to promote vaccines for children, says Garry Browne, Australia chair for centenary activities.

#### Rotary in Australia now:

**1,039 clubs | 25,545 members**

### ► Auckland and Wellington, New Zealand

1 May 1921

#### First in New Zealand

Thanks to Davidson and Ralston, two clubs were chartered at the same time in New Zealand. Auckland's first club president was George Fowlds, the country's former minister of education, public health, and immigration and customs, who Davidson notes was praised by New Zealanders as an "enterprising, unselfish, public-spirited citizen." The Wellington club chose as its first president Alex F. Roberts, "one of the younger businessmen," who was "active in all the leading movements for the benefit of the community."

#### Rotary in New Zealand now:

**226 clubs | 6,730 members**



### ► Johannesburg, South Africa

1 July 1921

#### First in Africa

When Edward Fisher, a member of the Rotary Club of Pittsburgh, was working in the railroad industry in South Africa, he made the rounds, introducing Rotary to local business leaders, most of them British. Even though Fisher, a teetotaler, forbade liquor at meetings, he still managed to win people over to the Rotary idea, being "a fine looking good husky middle-aged man with an observable sense of humor," as Rotary General Secretary Chesley Perry wrote in 1922. "I am not surprised that when in South Africa he both put over the Rotary club as he did and succeeded in selling American locomotives."

#### Rotary in South Africa now:

**193 clubs | 3,308 members**

## THE ROAD TO 1921

### ► Winnipeg, Manitoba

13 April 1912  
First outside the United States

### ► London

1 August 1912  
First in Europe

### ► Montevideo, Uruguay

1 February 1919  
First in South America

### ► Manila, Philippines

1 June 1919  
First in Asia

### ► Shanghai

1 October 1919  
First in China

### ► Panamá, Panama

1 November 1919  
First in Central America

### ► Calcutta, India

1 January 1920  
First in India

### ► Buenos Aires, Argentina

1 April 1920  
First in Argentina

# Cultural immersion

Travel creates ideal conditions for a deep experience with a book

By Frank Bures

**A**BOUT 10 YEARS AGO, as I was planning a trip to Kenya and looking for something to read on the plane, I picked up a copy of a book called *A Game of Thrones*. This was before the television show, and I didn't know much about the book, but it struck me as the perfect kind of escape for the journey across the Atlantic, or after a long day navigating Nairobi's streets.

As the plane lifted off, I was immediately pulled into the world of the book so deeply that when I looked up, I was surprised to find myself 30,000 feet in the air. It was complete immersion — a journey within a journey. I finished the book a few days after landing, then spent way too much time searching bookshops throughout the city for the sequel, which I eventually found at a mall in the Nairobi suburbs. Upon my return to the United States, I bought the third book in the series on my way out of the airport.

To date, that reading experience remains one of the most satisfying of my life. I look back on my journey through Westeros almost as fondly as my journey through East Africa.

And it was not the first time I'd had an experience like that. There is something about the sealed chamber of an airplane — and about travel in general — that lends itself to immersive reading.

Some years earlier, when I first arrived in East Africa to teach English in Tanzania, I brought a few books along. One of these was *Dune*, by Frank Herbert, which I devoured in about three days while at the language school where we teachers were studying Swahili. Another was Michael Crichton's *Jurassic Park*, which I took on a trip to Nairobi; I can still remember becoming lost in it while sitting in my crappy hotel room.

I can still recall scenes from those books — and what it felt like to be so deeply immersed in them. But it wasn't just escapist fiction that had this effect. When my wife and I were living in Thailand, where we'd moved to teach English, I spent days in our Bangkok apartment poring over Steven Pinker's *The Blank Slate*, on the theory of human nature, like it was some sort of thriller. When I was stuck in a hospital in Tanzania after having my appendix out, I devoured Joseph Campbell's

collection of essays *Myths to Live By*, and then proceeded to live by those myths. And when I first arrived at college — just back from a year as an exchange student in Italy and experiencing my own culture like a foreign one — I read Henry David Thoreau's *Walden* for a class assignment. Its effect on me was profound: Ever since, I have tried to value time over money and experience over things, and to be mindful that (to paraphrase), when I come to die, I do not discover that I have not lived.

One reason books and travel mix so well might be that in another country, in another culture, in another language, all your familiar cues are gone. All your assumptions are challenged. Your expectations for how things should go are useless. The mindless scripts that you follow every day in your interactions are torn up and blown away. The ground under your feet is constantly shifting.

This creates the perfect conditions for what Diana Pasulka, a professor of religion at the University of North Carolina, Wilmington, calls the "book encounter," which she describes as that moment in time when your internal state is perfectly aligned to be receptive to a particular book. When that happens, and you reach the end, the world feels different.

Pasulka agrees that there's something about being abroad that can facilitate the book encounter. Her most profound experience with it happened closer to home, though, in graduate school. Friends had been telling her she needed to read the philosopher Friedrich Nietzsche, and although she had tried a few times, his writings didn't click. She didn't get it. She didn't like him.

Then, late one New Year's Eve, Pasulka was awakened by the sound of partying outside her room. On her nightstand was Nietzsche's *The Gay Science*. Unable to get back to sleep, she

**Frank Bures** is a longtime contributor to *Rotary* and the author of *The Geography of Madness*.



picked up the book and by chance opened it to a section called “Sanctus Januarius,” which was about New Year’s Eve and making declarations for the new year.

Well, she thought, that’s strange. What a coincidence!

Then she turned the page to find a passage admonishing her not to trust coincidences. Pasulka was stunned.

“I honestly felt like the book was alive at that point,” Pasulka said when I called her to ask about this. “I just looked at it like, ‘Wow. This is powerful.’”

Pasulka wrote her doctoral dissertation on the practice of “deep reading” in religious traditions, known in Christianity as *lectio divina*. This refers to the act of devoting the full force of your attention to a text in order to absorb the truths it holds. When she researched belief in UFOs as a kind of religious faith for her 2019 book *American Cosmic: UFOs, Religion, Technology*, she found that reading books this way often plays a role in semi-religious conversions, such as accepting the belief that UFOs are alien spacecraft.

“The book encounter is a full experience of life,” Pasulka says. “It’s not just getting information from this book; it’s that this book becomes part of you. It’s creating a kind of interpretive framework for your life — why you’re here and what you’re doing.”

Looking back over my own book encounters, it’s hard not to

notice how many of them took place when I was younger. Maybe that’s because I had more time for introspection — no kids to shuttle, no leaking dishwashers to fix. Or maybe it’s because when we’re younger, we read for a different reason. We are trying to figure out how the world works and our place in it. We are trying to understand the stories unfolding around us, but also what our own story is and how it intersects with all those other stories.

As the years pass, however, those questions do not burn quite as hot, and the possibilities for how your life will turn out grow narrower. Maybe the window for the book encounter becomes smaller as we age. That would help explain the more mundane list of books that have affected me in recent years, like *Getting Things Done*, *Deep Work*, and *Positivity*.

Or maybe it’s just the arithmetic of attention: The more things you are attending to at any given point, the less impact any of them can have. But when you’re traveling, your life is pared down to a few simple goals: getting to where you’re going, finding something to eat and a place to sleep. There are fewer things to be done, so the amount of attention you can devote to a book is greater.

Outside of travel, that kind of focus can be hard to find. And as connected technology creeps into every corner of our lives, even the airplane seat now offers

a few hundred movies and Wi-Fi. For those who love the way books can change us, such distractions are alarming.

“We are short-circuiting the deep reading brain,” says Maryanne Wolf, author of *Reader, Come Home: The Reading Brain in a Digital World*. Wolf is the director of the Center for Dyslexia, Diverse Learners, and Social Justice at UCLA, and she is worried about the loss of our ability — including her own — to read deeply. As she points out, reading is something we must practice.

“When the brain learns to read, it’s doing something unnatural,” Wolf says. “Our species was absolutely made to speak, to think, to see, to smell. But it has not a single gene that is specific to reading. So what it has to do is build a new circuit.”

Recently, Wolf realized that she was losing her capacity for deep reading. So she took the step of implementing a practice similar to *lectio divina* to try to maintain those skills. Every morning, she takes a few pages on a subject that she doesn’t know well and reads them, deeply. Before she goes to bed, she does the same.

“The deep reading processes take more time,” Wolf says. “We’re talking milliseconds, not minutes, but we don’t give enough milliseconds to all those critical, analytic processes. When you skim, you skip — but you don’t just skip words. You skip the deep reading processes.”

Deep reading is something I never want to skip, whether I’m in an airplane high above the ocean or at home sitting on my couch. Because there is a kind of magic in books, and in that moment when your inner and outer worlds align in some new way, your world can be transformed.

Yet no matter how far we travel, or what culture we find ourselves in, books can only meet us halfway. Whether we make the rest of the journey is up to us. ■



There is something about the sealed chamber of an airplane — and about travel in general — that lends itself to immersive reading.

GOODWILL

# Big giving

*The MacArthur Foundation uses data to invest in the future*

**M**ENTION THE JOHN D. and Catherine T. MacArthur Foundation, and many people will think of the fellowships commonly known as “genius grants.” The foundation gives cash gifts of \$625,000, with no conditions, to individuals doing interesting and creative work in fields as diverse as archaeology and poetry. But the MacArthur Foundation’s philanthropic portfolio also includes support for journalism, grants to arts organizations, and large-scale investments in four areas it calls “Big Bets.”

The foundation has also added 100&Change, a grant of \$100 million for “a single proposal that promises real and measurable progress in solving a critical problem of our time.” In April, the MacArthur Foundation announced that the second 100&Change grant will go to Community Solutions, a nonprofit that aims to accelerate an end to homelessness in 75 U.S. communities over five years.

Rotary senior editor Hank Sartin spoke with John Palfrey, president of the MacArthur Foundation and a Rotary Ambassadorial Scholar, to discuss 100&Change, data-driven decisions in grant-making, and the future of philanthropy.

**Impact assessment is now a big topic in philanthropy. What role does that play in the MacArthur Foundation’s decision-making?**

We don’t know the answer to everything. That’s one reason for having both Big Bets, where we’ve identified the goal and the approach, and 100&Change, where we let other people tell us what the problem is and how to solve it. Learning and evaluation are essential to un-

derstanding whether we’re on the right track. When there is data that suggests that we are not, we work with our grantees to figure out the right path.

**Can you give an example of that?**

The Safety and Justice Challenge has two overarching goals: to bring down the average daily jail population in a selection of communities in America, and to bring down the racial and ethnic disparities within that population. After five years, we have found that our partners are pretty effective in bringing down the average daily jail population. Places like Philadelphia have seen 30 and 40 percent declines. That’s a big deal.

But almost nowhere have we been successful in bringing down the racial and ethnic disparities. So we’re using data to ask: How can we improve? How do we bring different people to the table to effect those things that we have not yet been successful at? Are there some green shoots among the programs that we can nurture?

**The latest 100&Change winner, Community Solutions, is focused on data-driven solutions. Was that approach part of what appealed to the MacArthur Foundation?**

Absolutely. We need evidence that shows that this approach is more likely than other approaches to succeed, particularly when we’re talking about intractable problems that many people have tried to solve for many years. Sometimes the data is qualitative in nature, and sometimes it’s quantitative. Data can mean numbers, but it also may be qualitative reports. We have to have a broad view of what kind of data we listen to.

**The MacArthur Foundation is investing several hundred million dollars over five to 10 years in four areas it calls “Big Bets”:**



1

Addressing climate change



2

Addressing over-incarceration and racial and ethnic disparities in criminal justice



3

Reducing the global nuclear threat by reducing access to weapons-grade materials



4

Strengthening accountability, transparency, and participation in Nigeria, where the MacArthur Foundation has long-standing commitments

**What role does anecdotal evidence have in philanthropy?**

Neither the quantitative nor the qualitative method is sufficient on its own. There are things that you can measure the way an econometrician might. There are times and places for randomized control trials. We fund both of those. And then we do grant-making that is a leap of faith. The MacArthur Fellows program is a great example. In terms of impact, I would hold up that program, supporting creativity and innovation, against anything else. Some things are measured in dollars and in the number of people who are affected, and other things are measured in terms of the effect that they have on people, and things they make possible.

**Does large-scale philanthropy like 100&Change risk losing the benefits of engagement that people have with small projects?**

I just read a story about a Rotary club that raised \$1,000. They persuaded suppliers to turn that into \$2,400 worth of food. The club is doing a good thing. A bunch of people are less hungry on that day. I think about it as a toolbox. You pull out different tools for different things. Sometimes you want a little tiny screwdriver and sometimes you need a crowbar. Sometimes you need something big, like a crane, that doesn’t fit in your toolbox.

**Has the pandemic raised a new set of questions for philanthropy?**

This era of the pandemic has exposed underlying problems, including racism. It has required us to ask questions about the systems we’ve been a part of and supported, the power dynamics involved, and whether we can reconstruct something better. It has led us to seek approaches that will bring about a more equitable and inclusive world — and to think about how we can use our funds in ways that we haven’t done before.

John Palfrey recently participated as a panelist for the Rotary Discussion Series: Is Doing Good Enough? To watch the discussion, go to [on.rotary.org/jpalfrey](https://on.rotary.org/jpalfrey)



RAJESH GUPTA



*Our new president, Shekhar Mehta, envisions Rotary's next chapter – and is ready to make it a reality*

# DREAM WEAVER

by JOHN REZEK

O

VER THE YEARS, I CAUGHT GLIMPSES of Shekhar Mehta when he came to One Rotary Center in Evanston, Illinois, for Board of Directors meetings. I met him formally during one of the days of back-to-back meetings with various staff members that every incoming Rotary president participates in. During the session I attended, he was the most relaxed person in the room, despite being the only one suffering from jet lag. He was alert, patient, and asked perceptive questions — not surprising for someone as successful as he is in his professional and philanthropic life. I kept thinking that he was assessing each of us to see how we could be recruited to help him achieve his dreams for Rotary.

I was lucky to have met Shekhar in person back when we could meet in person. We are now well into the second year of the global COVID-19 pandemic, and as I write this, India is in the depths of a tragic outbreak. Rotary has had to make adjustments, but the business of Rotary goes on.

In a normal year, one of the *Rotary* editors would have traveled to Kolkata, where Shekhar lives with his wife, Rashi. We would have spent time with him, his family members, and his friends and fellow Rotarians, exploring how his upbringing and adulthood in India have shaped his perspective on life and on Rotary. This year, of course, no one was able to travel — so instead, we asked the people who know Shekhar best to tell us about him in their own words.

In the following pages, members of Shekhar's family, some of his oldest friends, his personal assistant, and his presidential aide share anecdotes and talk about the man they know, in order to help Rotary members everywhere feel that they know him, too. Many of you will, of course, meet him yourselves — virtually, if not in person — over the course of the coming year.

Shekhar Mehta, a member of the Rotary Club of Calcutta-Mahanagar, has been a Rotarian since 1985. He trained as an accountant and founded a real estate development company, Skyline Group, which he also chairs. But his professional title tells only a small part of the story of who he is. He is also a director of the India arm of Operation Eyesight Universal, a Canada-based nonprofit focused on preventing avoidable blindness. He helped establish more than 15 eye hospitals, in several Indian states, that together

carry out nearly 50,000 surgeries each year. And he started Saving Little Hearts, a project that has facilitated more than 2,500 heart surgeries for children from India, Pakistan, Bangladesh, Nepal, and some African countries and that is now an India-wide program.

As you'll read in these pages, he also has been actively involved in disaster relief work. Among other undertakings, he helped build 500 homes in the Andaman and Nicobar Islands after the 2004 Indian Ocean tsunami.

At the International Assembly this year, Shekhar talked about how he and some fellow Rotarians decided to start a local version of ShelterBox, a Rotarian-founded organization based in the UK. "We named it Shelter Kit and put 52 items of daily need in a large trunk," he told the incoming district governors. "Over the last 15 years, in every major disaster in India, Indian Rotarians have volunteered to bring Shelter Kits to areas struck by disasters." The program already has served about 75,000 people. Shekhar also served on the ShelterBox board of trustees.

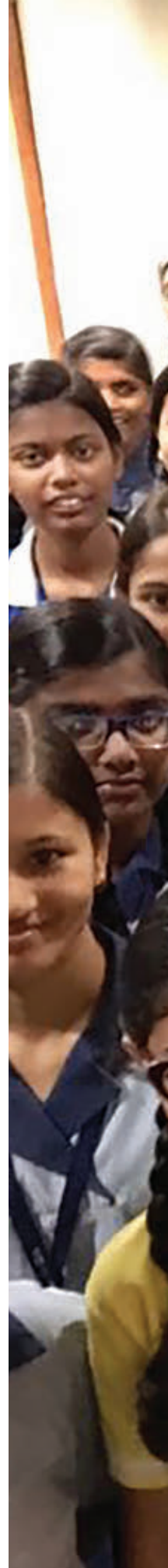
And he is also the architect of the TEACH program, which aims to do nothing less than end illiteracy in India. (You'll read more about this ambitious program in a future issue.)

Although Shekhar is skilled in the business arts, he prefers to engage his other fluencies. He told me that, after so much studying and reading during his career, he now favors learning by talking to people. He added, "I hate accounting." It all follows his belief that we would do well to think from our hearts as much as our minds.

**Previous pages:**

Shekhar and Rashi Mehta at their home in Kolkata. Rashi painted the picture *Mother and Child*, behind her.

**Opposite:** As part of the TEACH program to increase literacy rates in India, Mehta often visits schools that are part of the program, which are known as "Happy Schools." Rotary members in India have transformed more than 3,000 schools into Happy Schools. The Rotary Club of Calcutta-Mahanagar supports this girls' school in Kolkata, Bhowanipur Arya Vidya Mandir, with a daily breakfast for more than 1,000 students.





## Chiraag Mehta

Shekhar and Rashi's son

For as long as I can recall, Dad has lived and breathed Rotary. He and my mother have worked hard at both the service and fellowship aspects: planning and attending events, then staying afterward with Rotary friends into the wee hours of innumerable mornings. My sister, Chandni, and I would joke that we have an invisible elder sibling: Rotary. And Rotary has given back to our entire family. It gave Chandni and me our earliest friends, and it gave us the spirit of service, which Dad has always emphasized to us and in his countless Rotary speeches. Throughout his many leadership roles, he always made us part of his journey. We've been to eye hospitals and polio vaccination camps, participated in disaster relief kit work, discussed every aspect of his literacy mission, and attended many conferences. We learned and grew so much as a result.

Rotary has contributed hugely to my parents' growth as individuals. Traveling the world and meeting people from many countries has made them more knowledgeable, self-aware, humble, and compassionate. As their son, I feel very privileged to have been a part of it, and proud of who they are today.

One of my earliest childhood memories is of poring over Rotary directories and memorizing the names and themes of Rotary presidents. Now it is surreal, albeit thoroughly deserved, that my dad is Rotary president himself.

## Deepak Choudhury

Rotary Club of Calcutta-Mahanagar

*Main hoon na:* This Hindi phrase, meaning "Don't worry, I am there for you," embodies Shekhar's mindset.

He has been there not only for me, but for many people in Rotary and other parts of his life. He has been this way for as long as I've known him — first as his lawyer before he introduced me to Rotary in 2002, and ever since.

With his encyclopedic knowledge and his wit, he can have you laughing at any moment. But when he sees suffering, he has an unrelenting zeal to eliminate its cause. He dreams about a smiling world, and when he wakes up, he works to make it happen. He is a changemaker who aims to inspire an entire generation to *Serve to Change Lives*.

I read a few years back that good things happen when you engage in Rotary. Shekhar and Rashi have been instrumental in imbuing this belief in me and others.

## Ravi Vadlamani

Rotary Club of Guntur, India

2001-02 governor of District 3150

When I met Shekhar almost 20 years ago, he was busily manning a booth at the Rotary International Convention. His enthusiasm and energy in showcasing his club's projects were infectious. A project man myself, I was inspired by the work exhibited at the booth. That casual encounter developed into a strong friendship.

Shekhar is a visionary leader. He always sees things others can't. He envisaged a way to eradicate illiteracy in India by 2025 and designed the TEACH program (which stands for Teacher support, E-learning, Adult literacy, Child development, Happy school). He started the Shelter Kit project that now is in the vanguard of disaster relief in India. His Saving Little Hearts project, which provides heart surgeries to thousands of children, along with the more than 15 eye hospitals he helped establish, which have served hundreds of thousands, speaks to the scope of his dreams.

He has an exceptional talent for building teams and driving them to achieve their goals. Shekhar's programs and ideas may seem larger than life, but he always walks the extra mile to make Rotarians feel at home.

His power of dreaming big is backed up by planning, perseverance, and patience. He's an excellent communicator who connects with his audience instantly and can motivate people to move mountains. He is also a family man, ably supported by his spouse, Rashi.

Shekhar's X factor as a leader? Nobody is able to say no to him when he asks for something.

## Sarla and Nisheeth Totla

Rotary Club of Calcutta-Mahanagar

We met Shekhar and Rashi about 32 years ago through a mutual friend. Today they are not just our friends, but our family. Shekhar is the first person there in all life's joys and sorrows. He was there for our daughter's marriage, taking on major responsibilities. He was there for the cremation of Sarla's mother. Shekhar also introduced us to the Rotary world, something that's been a gigantic part of our lives.

Shekhar has many extraordinary qualities. He is an unparalleled visionary, a great motivator, and an absolute optimist; he's super energetic, enthusiastic, unbelievably kind, and sensitive. He's a perfect family person and, above all, a fantastic human being.





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**SHEKHAR’S PROGRAMS  
 AND IDEAS ARE LARGER  
 THAN LIFE, BUT HE  
 ALWAYS WALKS THE  
 EXTRA MILE TO MAKE  
 ROTARIANS FEEL AT HOME.**”



**Clockwise from top:** Mehta’s club has constructed some 7,000 toilets in villages where people don’t have toilets in their homes; here, he and fellow members (from left) Pranay Agarwal and Sandeep Shah help build one. Meeting patients at an eye hospital founded by the Rotary Club of Calcutta-Mahanagar. Responding to massive flooding in the state of Andhra Pradesh in 2013 by bringing in Shelter Kits. Playing carrom with students at the Paresch Nath Vidyalaya school in Kolkata. “They always beat me,” Mehta notes. Rashmi and Shekhar Mehta with Anu Rampal Vidhanwan visiting a child who received cardiac surgery through the Saving Little Hearts project. With Past RI Director and Trustee Ashok Mahajan; past District 3142 Governor Chandrashekar Kolvekar; and Rotary Club of Thane Hills, India, member Anindya Dasgupta, inaugurating a program to provide computer learning for students with visual impairments.





**SHEKHAR WILL ENSURE THAT ROTARY IS RECOGNIZED ALL OVER THE WORLD NOT ONLY FOR THE SERVICE THAT IT DOES, BUT FOR BRINGING PEOPLE EVERYWHERE TOGETHER.**





**Clockwise from top:** Shekhar and Rashi Mehta with 1999-2000 RI President Carlo Ravizza and his wife, Rossana, at the 1999 International Assembly. Members celebrate the start of the Rotary Club of Calcutta-Mahanagar's 25th-anniversary year in July 2015. In 2016, Rotary leaders from across India, including 2011-12 RI President Kalyan Banerjee and his wife, Binota (front row), lit candles pledging to prepare



tens of thousands of children to attend school through the Asha Kiran (Ray of Hope) program, which provides classes for children who have either dropped out or have never been to school to help them catch up with other students in their age group. Shekhar and Rashi Mehta doing their part to spread the message of End Polio Now. Enjoying pani puri, a popular street food in India, with Sangkoo Yun, the current Rotary Foundation vice chair.

## Nancy Barbee

Rotary Club of Maysville, North Carolina  
2018-21 Regional Rotary Foundation  
Coordinator, Zone 33

In 2010, to honor then-Rotary President-elect Kalyan Banerjee, Shekhar stated his vision of opening 100 schools, 100 hospitals, 100 training centers for young women, and 100 eye hospitals in India. We were sitting in his home in Kolkata. As I listened, I realized I was in the presence of a visionary.

Since then he has had a profound influence around the world. Pediatric heart surgeries, eye surgeries, the TEACH program for literacy, and memorandums of understanding signed by governments, nonprofits, and foundations — all are the results of his vision.

Every time he speaks, he motivates us all to “dream big.” Shekhar inspires us to do better, be better, think better, and do grand things. No more small projects.

He was thinking big a decade ago, and I knew I wanted to be a part of his dream, which now has become reality. Shekhar has been leading Rotary in India and inspires others to create positive and sustainable change worldwide.

## Ananthanarayanan S. “Venky” Venkatesh

Rotary Club of Chennai Mambalam, India  
2021-23 Rotary International director

Closest to Shekhar’s heart is humanitarian work, the very DNA of Rotary. Conversations with him invariably last late into the night. I have spent hours with him over the last several years and have yet to figure out when he eats or sleeps. He has unending energy, exquisite people skills, and inspiring thoughts. His enthusiasm is infectious. I am excited to be serving on the Board during his term as president.

## Rashmi Singh and Madhulika Jain

Shekhar’s sisters

Shekhar, our elder brother, is a dreamer whose next dream is always bigger and more audacious than the previous one. He inherited a love of community service from our parents, and his optimism, meticulousness, and dedication are the secrets to his success.

His favorite response to us is *Main hoon na*, which translates as, “Don’t worry, I am there for you.” In our more than 50 years together, he has always been true to his word.

## Bryn Styles

Rotary Club of Barrie-Huron, Ontario  
Aide to the president

I first met Shekhar when we sat on Rotary’s Board for 2012-13. Our relationship was cordial, but not close. When Shekhar was nominated as 2021-22 Rotary International president, he asked my wife, Randy, and me to be aides to Rashi and him. Since then we have developed a close friendship.

What I have learned to appreciate about Shekhar is that he listens to advice. He realizes that he is not an expert in all things. Since becoming president-nominee, for example, he has developed a greater understanding and appreciation of Rotary’s peace efforts. He has spoken with staff, Rotarians, and our peace partners to learn how we can enhance our efforts with the United Nations, our Rotary Peace Centers, and our peace fellows, among others.

I would be remiss in not mentioning that Shekhar has a wonderful sense of humor, which allows him to engage with people and put them at ease. He’s an excellent speaker and ensures that everyone feels welcome. Although I know he regrets not being able to attend presidents-elect training seminars where he would have met Rotary club presidents face to face, his passion comes through even in a virtual setting.

## Ritu Kedia

Shekhar’s Rotary assistant

Shekhar’s guiding mantra is: “Service is the rent I pay for the space I occupy on this earth, and I want to be a good tenant.” He envisions goals that might seem impossible to others. He can transform his dreams into realistic goals. He is at his best when he works with a team, figuring out a strategy and a timeline. Shekhar excels because of his passion for what he does. He is an amazing orator, persuading others to join his efforts. He is a great planner and digs deep to the grassroots level to ensure that his plan of action will be successful. His involvement is hands-on throughout the process.

Shekhar is a man of his word; if he says he will do something, he will. He helps those in need and teaches them to help others. He is a patient listener and a great mentor — I am lucky to have experienced that firsthand. He has taught me how to be comfortable juggling multiple priorities, as he does. He is very kind to the people around him.

## Kamal Sanghvi

Rotary Club of Dhanbad, India  
2019-21 Rotary International director

People are so accustomed to thinking like everybody else that they are afraid to explore the possibilities of their mind. Shekhar, on the other hand, has an uncanny ability to picture something that isn't yet there. He sees possibilities where others find dead ends.

He constantly questions the status quo and thinks of improving the Rotary experience, product, or service. Shekhar is one of the most innovative people I have known. He has a solution for every problem.

Shekhar has a tremendous capacity to overcome obstacles with sheer steadfastness and grit. He will not sleep until he achieves his goals, no matter how hard that may be. His team members do not rest either, and Shekhar ensures that each one follows a mantra of excellence.

For him, everything has to be larger than life. Thinking big is not unique, but thinking big and achieving the audacious is. Shekhar believes that a dream is not what you see while sleeping; a dream is what won't let you sleep. He believes that "love and compassion are necessities, not luxuries; humanity cannot survive without them." He also believes that if you cannot keep your family happy, you cannot keep anybody else happy.

## Anand Sureka

Rotary Club of Calcutta-Mahanagar

I've known Shekhar since 2001 and had the privilege of working closely with him during the year of Rotary's centennial in 2005. Here's what I've learned: He is highly focused, he never says no to anything, he is witty and has a great sense of humor, he always delights his audience when he speaks, and, more than anything, he is a very good human being and a great friend. At the base of all of his activities is the philosophy that mankind is his business.

In 2008, Shekhar dreamed of setting up another eye hospital, in Kolkata. He established a partnership with the L.V. Prasad Eye Institute, one of the best eye care hospitals in the country. He helped raise funds and gave his time, resources, and energy to make it self-sustaining.

He always leads from the front. Whenever a disaster struck the nation, I saw Shekhar present. When there were floods in Guntur and Begusarai or earthquakes near the Pakistan border or in Nepal, Shekhar was there, lending his hand for Service Above Self.

He is always looking for ways to do more and explore new areas of service. Whether constructing toilets or setting up a library, he is never short of energy and vision.

## Kishore Kumar Cherukumalli

Rotary Club of Vizag Elite, India  
2009-10 governor of District 3020

I first encountered Shekhar when he spoke at a club in Kolkata in 2008. I was moved by his speech, which was laced with candid and bold ideas. In 2010, I invited him to our district conference; it turned out to be the beginning of a strong friendship. I have also had the privilege of working with him on events and committees and have witnessed his exceptional work ethic. His mission in Rotary is service, service, service.

He has big dreams, but he is also a keen listener who observes, analyzes, and then implements a plan in order to achieve his objective. He believes strongly in Rotary, and he practices what he preaches. He respects democracy and carefully weighs every opinion in group decisions. This encourages everyone he works with to give their best. He can precisely identify the strengths of his team members and match them with the Rotary responsibilities best suited to them. In meetings he often breaks the monotony with anecdotes and humor.

Shekhar once had to address a conference with just a couple of hours to prepare. One of his former employees lived in the town where the event was being held and had invited him to visit. Although he was on an impossible timetable, Shekhar obliged. He has demonstrated the importance of sustaining relationships — as well as a mysterious supply of constant energy, a capacity for 18-hour workdays, and an ability to provide instant solutions for any problem.

## Anirudha Roychowdhury

Rotary Club of Calcutta Mega City  
2007-08 governor of District 3291

Shekhar is a charismatic leader who always exudes positive energy. He's a great motivator and an out-of-the-box thinker. He fosters friendships, generates goodwill, and is easily approachable. His never-say-die attitude is one of his greatest assets. He is a down-to-earth person; he enjoys simple food from ordinary places and often visits roadside joints to eat spicy Indian snacks.

He and Rashi complement each other: Rashi is calm and rooted to the ground, providing strength for Shekhar to fly high.



**ROTARY HAS CONTRIBUTED HUGELY TO MY PARENTS' GROWTH AS INDIVIDUALS. TRAVELING THE WORLD AND MEETING PEOPLE FROM HUNDREDS OF COUNTRIES HAS MADE THEM SO MUCH MORE KNOWLEDGEABLE, SELF-AWARE, HUMBLE, AND COMPASSIONATE.**

## Chandni Mehta

Shekhar and Rashi's daughter

Dad has tremendous zeal and enthusiasm for life. He exudes energy and warmth and wins people over with his sense of humor and thoughtfulness. He has an intuitive awareness of inequities, and his commitment to service springs from his commitment to fairness and fellowship among people. He ignites enthusiasm in others. He is, most important, a free soul with an undying spirit for life and action.



SEPHI BERGERSON

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**SHEKHAR HAS TREMENDOUS ZEAL AND ENTHUSIASM FOR LIFE. HE EXUDES ENERGY AND WARMTH AND WINS PEOPLE OVER WITH HIS SENSE OF HUMOR AND THOUGHTFULNESS.**





**Clockwise from top:**

The Mehta family: children Chandni and Chiraag; Rashi and Shekhar; and daughter-in-law Geeta. Mehta's parents, Sumer Chand and Vallabh Mehta, surrounded by their children and grandchildren: (back row) Chirag and Madhulika Jain, Rashi and Shekhar Mehta, and Rashmi and K.K. Singh, (middle row) Geeta and Chiraag Mehta with Shekhar's parents, and (front row) Ishita and



Roshni Jain; Shekhar's daughter, Chandni Mehta; and Sejal and Sanjana Singh. Partners in life and Rotary Shekhar and Rashi Mehta. Chiraag and Geeta Mehta's son, Veer. "He's our only grandchild so far," Mehta says. "He's the sunshine of our life." This apartment complex, which Mehta developed through his company, Skyline Group, is the largest in the state of Rajasthan. At his desk: "This is where I put all my dreams into action," Mehta says.

**Rajendra "Raja" Saboo**

Rotary Club of Chandigarh, India  
1991-92 Rotary International president

I got to know Shekhar through Vijay Bhandari, a past district governor who spoke highly of Shekhar, saying that he had potential to rise within Rotary. My friend Vinay Nevatia, a member of the Rotary Club of Calcutta, told me that if I were to go to Shekhar's apartment I would find that it was full of materials for disaster relief kits, and that both Shekhar and his wife, Rashi, would themselves be busy packing the boxes. I realized Shekhar was a hands-on, service-oriented Rotarian.

When the Boxing Day tsunami hit in 2004, Shekhar's club put together hundreds of kits for people on the Andaman and Nicobar Islands, which had been devastated. Shekhar traveled thousands of miles, many times, to and from those islands in the Bay of Bengal to deliver kits and help set up shelters. And in 2015, Shekhar packed and organized the kits that were destined for Nepal after a catastrophic earthquake there.

**Rashi Mehta**

Shekhar's wife

Shekhar has a deep soul and a large heart. He is not only genuinely kind but also sees kindness in others, and never shies from praising and encouraging others for the smallest acts of goodness. He loves to work with people; he is a team guy as much as a leader. His joy, energy, and capabilities double up when he works with a team. He is an exceptionally positive and enthusiastic person. I have not seen the thought of failure bogging him down. If anything, he emerges stronger and smarter out of challenging situations. He has trained his mind to see the silver lining in difficult situations and firmly holds on to the faith that we will overcome.

**Kalyan Banerjee**

Rotary Club of Vapi, India  
2011-12 Rotary International president

I first met Shekhar 25 years ago. I was a Rotary International director, and then-RI President Herb Brown had asked me to convene a South Asia conference in Kathmandu, Nepal, which then was in the same district as Kolkata. The district governor had assigned a team of young Rotarians to help me organize the event,

and one particularly bright, smart, and often outspoken young man engaged my attention. He was full of ideas, enthusiasm, and innovations and was always willing to learn. That's how I first got to know Shekhar.

Following the success of the Nepal event, Shekhar and I stayed connected. I followed his Rotary career with interest, first as he was elected governor of his district and then, a few years later, as a director. I was always amazed by his ability to get people to support him enthusiastically in whatever task he gave them. He was irreplaceable and bustled with new ideas.

After the Boxing Day tsunami, he traveled to the Andaman and Nicobar Islands — which, though a part of his district, are 1,000 miles away in the Indian Ocean. And he later devised an amazing kit, which included a tent, bedding, toiletries, candles, clothing, and basic tools. Rotarians from all Indian districts helped with funds, and if there was an earthquake in Nepal, as there often are, or a tsunami in Chennai or a cyclone in Odisha or a disaster in Maharashtra, the kits would be there in 24 hours flat. Shekhar himself would be there just a bit later.

The UK-based ShelterBox, which was started by Rotarians, is internationally known for providing relief after disasters anywhere in the world. Around 2015, the Rotary Board asked Shekhar to meet with ShelterBox to negotiate a long-term arrangement. Not only was he successful in that, he served as a ShelterBox trustee as well.

Over the years, with his obvious sincerity and commitment to Rotary, Shekhar has elicited amazing trust and devotion from almost every Rotarian he meets, everywhere. I have watched with admiration as he became somewhat of a piper in Rotary and was not surprised when he took on the assignment to help make India fully literate. No one was sure how this could be done. India has a population of 1.3 billion people, about a quarter of whom are not literate. Shekhar connected with the Indian government, joined with all the appropriate NGOs, and got Rotary's efforts and sincerity recognized.

This literacy task is as big as making India polio-free. Now, with Shekhar leading Rotary, I'm confident that it will be achieved. And Shekhar will ensure that Rotary is recognized all over the world not only for the service that it does, but for bringing people everywhere together. ■



# A guide to the updated Rotary Foundation funding model

**T**he amount of money The Rotary Foundation has awarded annually in global grants has more than doubled since the grants were introduced: from \$47.3 million in 2013-14 to \$95.6 million in 2019-20. Yet demand for global grants is so high that it has outpaced Annual Fund contributions, which means that not all eligible global grant requests are able to receive funding.

To ensure that the Foundation can fund as many global grants as possible in the future, the Trustees of The Rotary Foundation have approved policy changes effective 1 July. The changes will have a big impact on the Foundation's ability to support more large-scale, sustainable projects for years to come. Read on to learn more.

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## OUR FUNDS: A GLOSSARY

**Annual Fund-SHARE** is the primary source of funding for a broad range of local and international Rotary Foundation activities. Every Rotarian, Every Year is the initiative to encourage support for the Foundation's Annual Fund. It encourages every Rotarian to contribute to the Annual Fund every year. Contributions to Annual Fund-SHARE from Rotary members and other donors are directed into two sub-funds: the World Fund and District Designated Funds. Through the SHARE system, contributions to The Rotary Foundation are transformed into grants.

The **World Fund** provides funding for our highest-priority activities around the globe. A percentage of SHARE-designated contributions is applied to the World Fund. The Foundation uses the World Fund to pay for grant and program opportunities available to all Rotary districts, including PolioPlus, Rotary Peace Centers,

Programs of Scale grants, global grants, and more.

**District Designated Funds (DDF)** can be used by districts to pay for Foundation, club, and district projects that a club and others in the district choose. Districts may use up to half of their DDF to fund district grants. The remainder may be used for global grants or donated to PolioPlus, the peace centers, or another district.

The **Endowment Fund**, financed by cash gifts and bequests left by Rotary members and their families, ensures the long-term viability of the Foundation and its grants and programs. Spendable earnings from the Endowment enable the Foundation to expand existing activities and underwrite new ones. Contributions are invested in perpetuity: A percentage of the total value of the fund is directed annually to Foundation grants and programs.

# HOW THE MODEL WORKS

## WHAT'S UNCHANGED

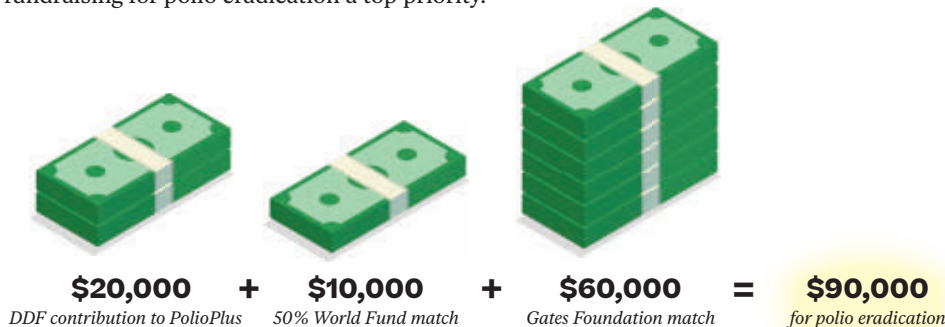
**The Foundation's basic funding model will remain the same.** All Annual Fund-SHARE contributions are invested for three years, after which they are split between DDF and the World Fund. Earnings from the invested funds will continue to pay many of the Foundation's operating expenses, which include fundraising and general administration. (A portion of investment earnings from the Endowment Fund, designated by the Trustees, also helps to pay operating expenses.)

## WHAT'S CHANGING

### 50% match on DDF contributions to PolioPlus

DDF contributions to PolioPlus will now be matched by the World Fund at 50 percent rather than at 100 percent as in the past two years. This will allow \$5 million to be redirected each year, which could be used for other Foundation programs, including global grants. The Bill & Melinda Gates Foundation will continue to match 2-to-1 every dollar that Rotary commits to polio eradication, up to \$50 million per year. That makes it vital that we continue to make fundraising for polio eradication a top priority.

Example:



### 80% match on DDF applied to global grants

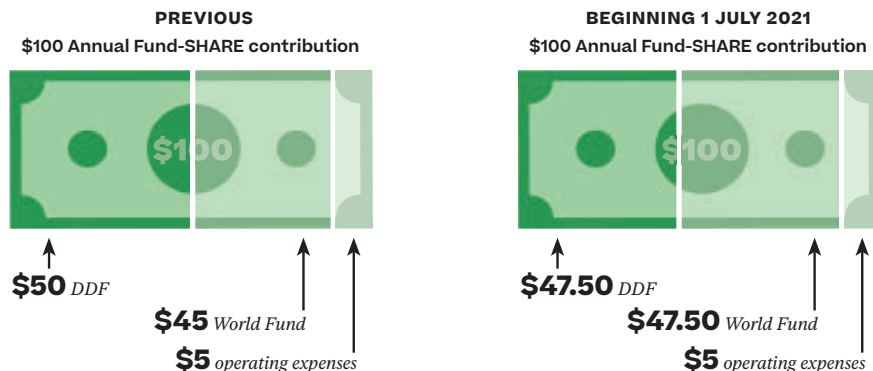
In recent years, the World Fund has been depleted before the Rotary year ends. Because of this, the Foundation has not been able to fund all the eligible global grant requests received. To allow greater participation in global grants, DDF applied to global grants will now be matched by the World Fund at 80 percent rather than at 100 percent as in the past. This change will enable us to fund more grants throughout the year.

Example:



## Shared funding of operating expenses

Five percent of Annual Fund-SHARE contributions are used to cover Rotary Foundation operating expenses. Previously, 45 percent of the contributions were directed to the World Fund and 50 percent were directed to DDF. For Annual Fund-SHARE contributions received beginning on 1 July 2021 (and allocated beginning on 1 July 2024), the remaining 95 percent will be split equally between DDF and the World Fund.



## Five-year limit on DDF rollover

Donors contribute to the Annual Fund with the expectation that these donations will be used to help communities in the near term. But the amount of DDF rolled over from one year to the next remains high. For example, on 1 July 2020, \$48.8 million in DDF was unused and rolled over from the preceding Rotary year.

Starting on 1 July 2026, and at the end of each Rotary year thereafter, DDF amounts that have been held for five years or more must be used. Unused DDF can be applied to the Disaster Response Fund, the Endowment Fund, PolioPlus, the Rotary Peace Centers, or the World Fund, at the district's discretion. If no fund is selected by the district, the rollover will default to the World Fund.

	2021-22	2022-23	2023-24	2024-25	2025-26
<b>DDF new</b>	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
<b>DDF rollover</b>	\$20,000	\$30,000	\$35,000	\$30,000	\$20,000
<b>DDF spent</b>	-\$40,000	-\$45,000	-\$55,000	-\$60,000	-\$65,000
<b>Rollover remaining</b>	\$20,000	\$20,000	\$15,000	\$5,000	\$0
	\$10,000	\$10,000	\$10,000	\$10,000	\$0
		\$5,000	\$5,000	\$5,000	\$5,000
			\$0	\$0	\$0
				\$0	\$0
					\$0
					\$0
<i>Rollover amount remaining after</i>	<i>1 year</i>	<i>2 years</i>	<i>3 years</i>	<i>4 years</i>	<i>5 years</i>

## Additional changes

The Foundation Trustees had already approved several other measures to increase global grant funding in 2020-21. Cost-saving measures such as reducing operating costs have enabled an additional \$4.4 million in global grants to be funded. And in January 2021, the Foundation Trustees and the RI Board of Directors transferred \$15 million from the Foundation's operating reserves and the RI budget surplus to the World Fund as a one-time measure to fund additional global grants in 2020-21. These two measures made nearly \$20 million more in funding available in 2020-21. Additionally, the match on cash contributions to grants was eliminated effective 1 July 2020, freeing up an expected \$7 million annually in the World Fund.

# A CONVERSATION with 2021-22 TRUSTEE CHAIR JOHN F. GERM

## **What concerns have you heard from members about the changes?**

One of the greatest concerns was the 5 percent going for operational costs: handling the money, stewardship, programming, and everything else we do. Previously, that money had come from the World Fund portion of Annual Fund contributions. But that's not fair. We have administrative costs involved with district grants too. So effective 1 July 2024, the 5 percent for operating costs will be split between the World Fund and DDF.

## **What process did you use to decide on these changes? What other options did you eliminate and why?**

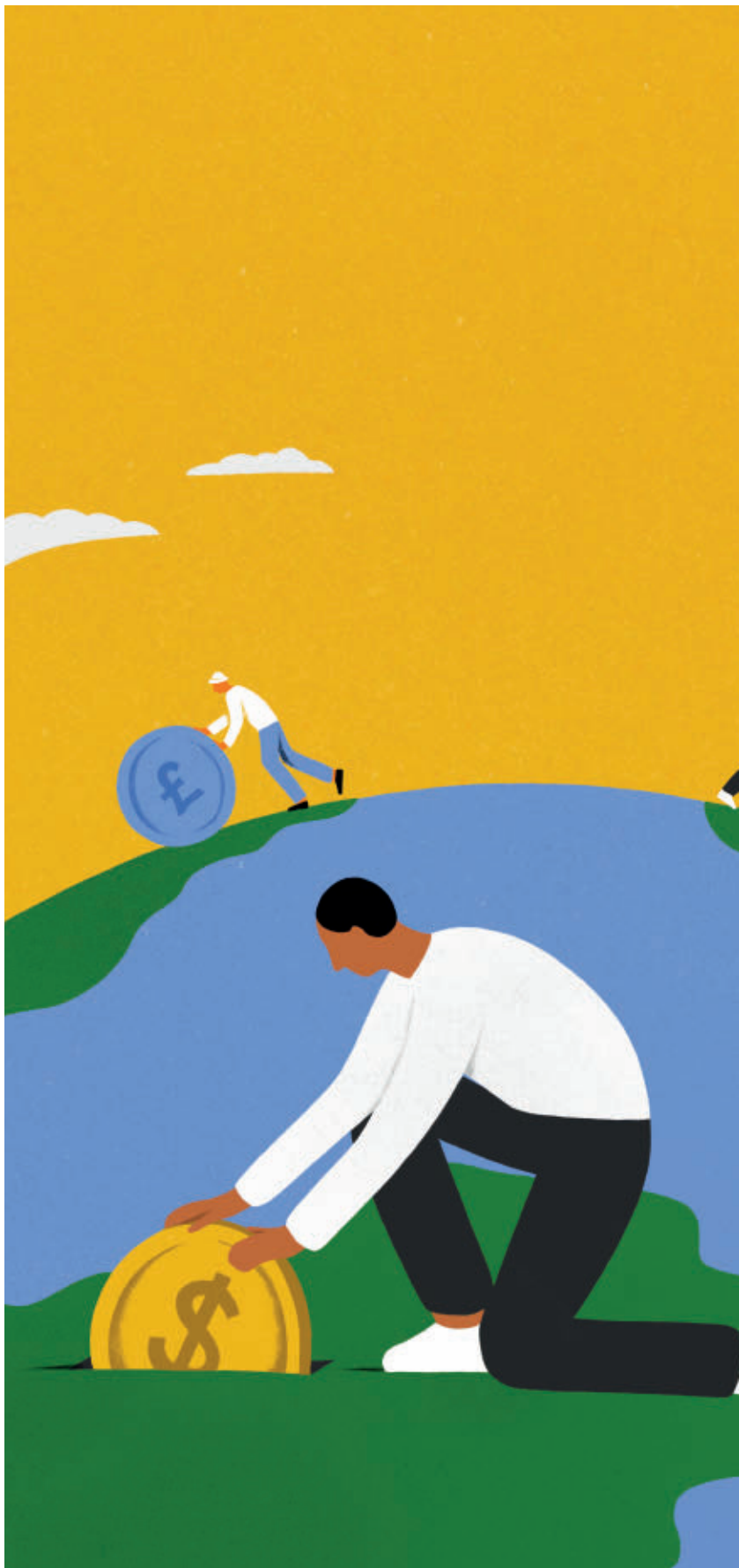
Two years ago, we began to realize we needed more money in order to fund the programs and priorities that Rotary members have identified. We formed a World Fund working group of the Trustees to look at both how to generate more money — the fundraising side — and how to change the way the program is operating now. We were trying to look at how to make funding work over a long period of time, so that we aren't going to Rotary members every year with changes.

We didn't eliminate a whole lot. We left everything on the table; there was nothing sacred, including looking at staffing and ways to cut operational costs. We looked at our options and which would make the most impact.

One option was to leave things just as they were, and if we ran out of money, we ran out of money. In 2019-20 we ran out of money in May. In 2020-21 we were scheduled to run out of money in mid-December. That's not really fair to the Rotarians around the world who are giving money expecting to get a return after it's invested for three years.

## **What is the most important thing for Rotarians to know about the Foundation's funding model?**

The Rotary Foundation Trustees have three responsibilities: one, to raise money; two, to invest money; and three, to spend money. Right now we're about \$17 million per year short. We have to increase funding. It's not just a funding model. We have to have money there in order to invest it and spend it.



# FREQUENTLY ASKED QUESTIONS

## **Rotary members and others contribute more than \$300 million to the Foundation annually. How can there be a shortfall in the World Fund?**

Of the \$300 million contributed in an outright fashion each year, about \$130 million is contributed to the Annual Fund-SHARE. The rest is given for specific purposes including PolioPlus, the Endowment Fund, global grants, the Disaster Response Fund, Rotary Peace Centers, or donor advised funds.

## **What are operating expenses?**

Operating expenses are expenditures used for fund-raising and general administration. These are funded with Annual Fund investment returns, Endowment Fund spendable earnings, 5 percent of cash contributions for global grants, and 5 percent of Annual Fund contributions.

## **Many donors have heard that “half comes back to the district.” Is this true?**

After 5 percent is deducted, half of all Annual Fund-SHARE contributions can be spent as DDF directed to the Rotary Foundation programs most important to each district.

## **Will this affect our reputation as a leading charity?**

Our stewardship of contributions has made The Rotary Foundation one of the most highly rated nonprofits, according to reviews conducted by several independent charity rating agencies. We have received the top four-star rating from Charity Navigator for 13 years straight, which puts us in the top 1 percent of charities. In fact, the three leading agencies that provide information about nonprofits — the BBB Wise Giving Alliance, Charity Navigator, and GuideStar — changed their model of reviewing nonprofits to emphasize impact. While it is still important to keep overhead costs reasonable, the agencies say that investments in training, planning, evaluation, internal systems, and operations are also critical. You can read the joint letter at [overheadmyth.com](http://overheadmyth.com).

## **When does the clock start on the rollover of DDF?**

Any DDF rolled over from 2020-21 to 2021-22 will be subject to the new five-year limit on rolling over those funds.

## **When a district applies for a new global grant, will it use the current DDF or the oldest rollover?**

Funding for new global grants will first be deducted from the current year’s DDF and then from the oldest rollover year. ■

## **Questions?**

We encourage you to share this information with anyone who has questions about The Rotary Foundation’s funding model. You can also direct funding model questions to [rotarysupportcenter@rotary.org](mailto:rotarysupportcenter@rotary.org).



*The arrival of the first peace fellows at the new peace center in Kampala, Uganda, heralds the beginning of a new era for Rotary and the continent*

# AFRICA'S AGENTS

by JEFF RUBY | photography by TOBIN JONES

CULTURAL SCIENCE

# OF CHANGE

IN THE LAST WEEK of February, in Kampala, Uganda, 15 Rotary Peace Fellows gathered at Makerere University for the inaugural session of Rotary International's new peace center. Among them, the peace center's first cohort represented 11 countries and spoke, in addition to English, a dozen African languages, including Luganda, Swahili, and Zulu. "Coming from diverse backgrounds, and yet with a shared desire for peace in Africa, they are the epitome of unity in diversity," said Anne Nkutu, a member of the Rotary Club of Kampala Naalya and the host area coordinator for the Makerere University peace center.

With an average age of 40 when they were admitted to the program, the fellows are not novice peacemakers. These are established professionals with a minimum of five years of experience in peace and development. They arrived at Makerere University — home to an established program in peace and conflict studies — already working on an initiative, or with an idea for one, that promotes peace or social change within their workplace or community. "The fellows are more interested in the practical side of peacebuilding," said Helen Nambalirwa Nkabala, the

director of the peace center. "They want to see how things are done, as opposed to our regular students, who are more interested in the theoretical aspects. So the fellows come off as, and indeed are, change agents."

Prior to arriving at Makerere, the peace fellows began their studies with a two-week online session, the first stage in Rotary's new yearlong certificate program in peacebuilding, conflict transformation, and development. (The peace center at Chulalongkorn University in Bangkok, which previously offered a three-month version of the certificate program, has also adopted this new model.) Following the 10-week session in Kampala, they will return home to begin implementing their social change initiatives, checking in periodically with their instructors and fellow students. They will return to Makerere in early 2022 to complete the program.

Earlier this year, as they prepared to depart for Kampala, *Rotary* magazine spoke with six of the peace fellows via Zoom and WhatsApp. The conversations were a crash course in African history and politics. They were also an inspiration, offering a glimpse of the possibilities that lie ahead for Africa once these peace fellows — and those to follow in the years ahead — complete their studies at Makerere and disperse across the continent to share what they have learned.

## BIAS BUSTER

As a journalist in Zimbabwe, Patience Rusare used her reporting to help shape public policy toward just and equitable ends.

→

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## TEAM MAKERERE

The 10-week session in Kampala "enabled the peace fellows to network and share experiences in and out of class," says Helen Nambalirwa Nkabala, the peace center's director.



## Patience Rusare

The first time Patience Rusare encountered tribalism in her native Zimbabwe, she was in first grade. As members of the Shona tribe living in Bulawayo — a city dominated by the Ndebele people — her family didn't speak the local language as well as their neighbors. "I answered a question in class, and the other kids laughed and called me a derogatory name," recalls Rusare, now 32. "I went home and asked my parents: Is something wrong with us? You could see that the tensions were coming from home, and the children were bringing them to school."

Twenty-five years later, Rusare is an editor and a senior political journalist for *The Patriot*, a newspaper based in Harare. In 2013, after years of writing business stories, she changed her focus. She began covering conflicts, whether political crises in Lesotho and Mali in 2014 and 2015, hostile Ugandan elections in 2016, or a coup d'état in her native Zimbabwe in 2017, often tracing underlying issues back decades to explain the current climate.

"People were not making informed decisions," Rusare says. "And that lack of information can make people desperate and easy to manipulate." As she wrote in an unbiased manner, she began to see a direct correlation between the information in her stories and public policy. In Lesotho, Rusare says, mediation from a Botswana-based intragovernmental organization called the Southern African Development Community led to a resolution that was influenced by a story that she had written for *The Patriot*. "I feel like I really made positive change in the world there," she says. "They have some lasting peace in Lesotho."

In 2019, in hopes of learning "the nitty-gritty of peace dealings," she got a master's degree in peace, leadership, and conflict resolution. "I made a commitment to myself to use the media to create a more just and peaceful world," Rusare says.

As special elections, rescheduled from 2020, approach in Zimbabwe, the same tribal conflict that Rusare witnessed as a child rages on. Through her social change initiative, Rusare wants to change the approach of journalism in Zimbabwe. "We've got to get rid of the idea of 'if it bleeds, it leads,' and work as peace practitioners," she says. "A positive peace story can get people to buy a newspaper if it's a good enough human-interest story." Her plan is to train 20 journalists in the art of conflict reporting — a group of Ndebele and Shona journalists, working together — and charge



**"I want my children to grow up in an environment where all people love each other regardless of the ethnic groups they belong to. They will know that we are all diverse, but we are all one."**

each one to go out and mentor journalists among their own people until the approach extends across the country and beyond.

“I don’t want my children to go through what I went through,” says Rusare of her 8-year-old and 3-year-old. “I want them to grow up in an environment where all people love each other regardless of the ethnic groups they belong to. They will know that we are all diverse, but we are all one.”

### Peter Pal

It’s simply not in Peter Pal’s personality to talk about trauma. When he speaks of harrowing experiences — fleeing a civil war in his native Sudan in 1989, seeing loved ones and friends die, spending 11 years in a refugee camp in Ethiopia with no goal beyond survival — it’s with a surprising, matter-of-fact frankness. “You learn to live through it so that you can be strong,” he says.

So when Pal tells you about the day in 2001 when he left the camp and immigrated to Australia, you might think he would never look back. You’d be wrong. “I want to give South Sudan stability and improve the lives of people there,” says Pal, 52. “If I have the opportunity to help, I will. Because I am one of them.”

As a community educator for the Victorian Electoral Commission in southeastern Australia, Pal is trained in peacebuilding and diplomacy. “The electoral process is critical for good government, for choosing the right leadership and learning to exercise democracy,” he says. “People have the right to make the final decision about what’s right for them.” When he heard about the Rotary Peace Fellowship, he recognized an opportunity to use his skill set on a global level — and take it back to his home country nearly 8,000 miles away.

On a 2017 trip to South Sudan, Pal was shocked to find that formerly healthy rural areas had been urbanized without the necessary health facilities and educational opportunities. Small towns had been completely neglected by the government. He envisions combating this neglect by promoting peace — not simply the absence of war and tribal infighting, but a day-to-day stability where essential services such as health care, food, and water are available. “Without these things, people will always fight amongst themselves,” says Pal. “Only when there is this kind of peace do you have the opportunity to plant seeds of education.”

As part of his social change initiative, Pal plans to engage with professional peacebuilders to explore alternative dis-



### HOMeward BOUND

Now living in Australia, Peter Pal plans to return to South Sudan on a peacebuilding mission.



### LIFE LESSONS

Beyond the classroom, the peace fellows visited Kampala’s densely populated slums (shown here) and, farther afield, the Bidi Bidi refugee settlement near Uganda’s border with South Sudan.





## THE GIFT OF A NEW PEACE CENTER

**In April, as the peace center** at Makerere University hosted its inaugural class of peace fellows, The Rotary Foundation announced that the Otto and Fran Walter Foundation has pledged \$15.5 million to start a Rotary Peace Center in the Middle East or North Africa.

“Rotary has for a long time looked at how we can make a tangible contribution to the one area of the world where the element of peace has seemed so elusive,” said K.R. Ravindran, the 2020-21 Rotary Foundation trustee chair. “Now that opportunity has come our way, thanks to the immense generosity of the Otto and Fran Walter Foundation. We will take full advantage to create a center where we can inspire our peace fellows to give flight to their spirit and equip them to be able to support action that will bring about peace and goodwill.”

The Rotary Foundation will select a partner educational institution to host the Otto and Fran Walter Rotary Peace Center in 2024, and the first Rotary Peace Fellows are expected to start studying there in early 2026. The new center will offer a professional development certificate program focused on peacebuilding and development issues in the region. The gift from the Walter Foundation, which is based in Boothbay Harbor, Maine, will fund the center’s start-up costs and operating expenses, as well as an endowment that will provide peace fellowships in perpetuity for as many as 40 students each year.

Otto Walter was born in Germany in 1907 and worked as a lawyer. After the Nazi government enacted laws that pushed Jewish professionals out

of their jobs, Walter was disbarred. He immigrated to the United States in 1936 and settled in New York. Because his law degree wasn’t recognized in his new home, Walter earned a license as a certified public accountant and started an accounting firm.

Confronted with various legal issues in his business, Walter began attending evening classes at New York Law School, where he graduated with a J.D. in 1954. The next year, he started a law firm that, with the support of his wife, Frances Doonan Walter, grew to employ 40 lawyers. He became a member of the Rotary Club of New York in 1971.

Later, Otto and Fran focused on their philanthropic foundation, becoming personally involved in the grants they funded. After the Walters’ deaths in 2003, Frank Helman, a law colleague and friend, became president and director of their foundation. He and his wife, Martha “Marty” Helman, the current president of the foundation, helped shepherd the \$15.5 million gift to The Rotary Foundation. The Helmans are members of the Rotary Club of Boothbay Harbor.

“The Walter Foundation can imagine no better way to remember Otto and Fran and their legacy than through a Rotary Peace Center in the Middle East, a part of the world that has been torn by conflict,” says Marty Helman, who also serves as chair of The Rotary Foundation’s Peace Centers Major Gifts Initiative Committee. “The Walter Foundation is a small family foundation. We needed the partnership with Rotary to create a world-class peace center.”

— RYAN HYLAND

“If you want change to come, empower people with the knowledge that they have the right to something.”



pute resolution. Of particular focus is the need to restore dignity for the most vulnerable victims of South Sudan’s continued crisis: mothers and children. “Ignorance continues to dehumanize them in Africa,” Pal says. “Women continue to give birth to children who don’t really flourish. And though they’re not part of the politics, they are the ones who suffer when people die in a reckless war.”

Despite all that Pal has experienced, he remains hopeful. And why not? Twenty years ago, he escaped a violent civil war in Africa, and now he has returned on a peacebuilding mission. “If we are not optimistic, we will all be stuck focusing on what’s in our own hand rather than looking into alternatives that can be applied for the betterment of all society,” he says. “Not just in South Sudan, but for Africa and the world.”

### **Jew Moonde**

A democratic country in southern Africa, Zambia is not known for its record on women’s rights. As Jew Moonde explains, the country’s deeply embedded patriarchal values have traditionally subjugated women in a variety of ways, some of them violent, some systemic. Gender discrimination has been woven into the fabric of Zambian society, he says, and as a result, when election time arrives, women’s voices are not heard.

“Women have not gotten a fair share of participation in the electoral process,” says Moonde, 50, the peace and conflict manager of the Electoral Commission of Zambia. “And if women are not engaged in the political process, their grievances will continue building up. It is time for women to take a stand politically.”

Zambia’s recent elections have been marred by violence and intimidation, which breaks Moonde’s heart. For nearly half his life, the Lusaka native has been a consultant with the Zambia Center for Inter-Party Dialogue (ZCID); working with this Lusaka-based NGO, he’s dedicated to building an infrastructure to ensure free and fair elections, whether by meeting with politicians to sensitize them to the gender imbalance or training people on how to manage conflict in the electoral process. After two decades, many of ZCID’s legal reform proposals have been passed into law by parliament.

But getting women involved in the political process is only part of Moonde’s mission. He wants to get the younger generation on board, too. “Politics is predominantly for old folks in Zambia,” says



Moonde, who has degrees in psychology and peace and conflict studies. “Unemployed youths are the implementers of violence, and they’re also the victims.” To engage them, ZCID focuses on social media outreach and youth-oriented community radio stations; it also helps young people develop skills that might one day help them find a rewarding career. “If you want change to come, empower people with the knowledge that they have the right to something,” says Moonde.

If all goes as planned during his peace fellowship, Moonde wants to acquire the knowledge to help transform ZCID into a statutory body: a permanent peace structure that provides an official platform for dialogue and mediation in Zambian politics. “I start hearing politicians talking and youths talking, exercising their rights to expression,” says Moonde. “It shows us that what we do has an impact on people. No one will help Zambians unless they do it themselves.”

### Paul Mushaho

There are more than 11,000 Rotaract clubs worldwide; one of them is in a refugee settlement in Africa. Founded in 2016 in Nakivale — a huge rural camp in southwest Uganda where about 150,000 people live in more than 75 villages spread across an area roughly the size of Kolkata — the club has members from half a dozen African countries. “Nakivale is like a mini-

### DREAM CATCHER

After establishing an enterprising Rotaract club in a refugee camp in Uganda, Paul Mushaho now envisions using the skills acquired at Makerere to accomplish even greater things.



United Nations,” says Paul Mushaho, the club’s co-founder. “People have fled their homes because of war and had trauma on the way here.”

In 2016, Mushaho, a student with degrees in business information systems and computer engineering, fled his native Democratic Republic of Congo after receiving death threats from a Mai-Mai militia group. Almost as soon as he arrived in Nakivale, Mushaho saw opportunities to improve the refugees’ quality of life. Two of his earliest projects were a money-transfer service and a beekeeping business that sold honey. That second project caught the eye of Rotarians in Kampala.

Soon, with an assist from the American Refugee Committee (known today as ALight) and Rotary clubs in Uganda and Minnesota, Mushaho was launching his own Rotaract Club in Nakivale. Its members have taught farming and masonry skills, planted trees, established a women’s community center, and delivered blankets and mattresses to people who have taken in orphaned children. “I tell them: All we have given you is a sign of appreciation for all you do in the community,” Mushaho says.

A charismatic 29-year-old, Mushaho has an almost supernatural ability to find ways to help. When he saw that the camp’s elderly population found themselves marginalized, he organized lunches where they could share their experiences as former diplomats, engineers, teachers, and doctors.



### MOTHER COUNTRY

Jew Moonde expects to return to his native Zambia as, among other things, an advocate for women’s rights.



**“I may not single-handedly change Uganda’s direction. But every intervention I make to change the ordinary citizen’s outlook toward human rights is a good contribution.”**





## RULE OF LAW

A Kampala attorney specializing in conflict resolution, Catherine Baine-Omugisha wants to focus on the prevention of domestic violence.



## DIFFERENCE MAKER

By embracing the lessons of tolerance learned from his father, Fikiri Nzoyisenga hopes to change Burundi's patriarchal culture.



When he noticed that young refugees of different nationalities weren't interacting, he helped organize a soccer tournament. More recently, Mushaho's team made and delivered 14,000 masks and 8,000 bars of soap to slow the spread of COVID-19 in Nakivale. "I see people who are happy, simply by receiving what they are supposed to get," says Mushaho. "We are creating hope in people who have lost their hope."

In 2018, Mushaho was invited to the United Nations Africa headquarters in Nairobi, where he was honored as one of six Rotary People of Action: Young Innovators. "Our refugee community realized our local challenges needed local solutions," he said in his speech. "We are not beggars; we are a generation of change and inspiration."

In Makerere, Mushaho sees a reflection of his environment in Nakivale, where he was surrounded by innovative, multicultural people who were full of ideas and energy, all of them seeking ways to break barriers that inhibited promoting peace. "The fellowship aligns closely to what I am doing in the camp," says Mushaho. "When I go back, I will know how to tackle different challenges in different communities based on their norms and beliefs. My dreams and hopes are delighted."

## Catherine Baine-Omugisha

"If people are not calm, no one is going to get anywhere," says Catherine Baine-Omugisha. In this instance, the 45-year-old Kampala attorney is referring to her legal specialty — conflict mitigation and appropriate dispute resolution in family issues — but she might as well be talking about her own personal path.

With her composed demeanor and pragmatic approach, Baine-Omugisha rose through the male-dominated world of law in Uganda, serving as a magistrate, a lecturer, a technical adviser in the Ministry of Justice and Constitutional Affairs, and, currently, a private practitioner with her own consulting firm in Kampala.

Through it all, her approach has been the same: *Maintain composure. Listen, encourage others, and seek solutions. Be open to exploring a new way of doing things. Test it. If it works, embrace it.* In 2000, while serving as a magistrate at Masaka Chief Magistrate Court in southern Uganda, Baine-Omugisha joined a pilot program called the Chain Linked Initiative; to enhance access to criminal justice, it encouraged collaboration among police, prosecutors, prisons, probation officers, welfare agencies, and the judiciary. The

program worked so well that it was rolled out nationwide.

Now she is hoping her fellowship will enable her to apply that spirit of cooperation on a larger scale. "In Uganda, at the moment, we are dealing with issues of respect for the rule of law, respect for human rights, and corruption," says Baine-Omugisha. Her principal concern is domestic violence, an ongoing problem that stems from a combination of factors: cultural and gender biases, economic hardships, and a lack of awareness about what actually constitutes domestic violence. In educating community leaders about domestic violence's triggers and effects, as well as its legal and policy framework, she hopes to shift the focus to prevention, rather than addressing it after the fact.

There is a southern African philosophy called *ubuntu* that says, "I am because you are." It's a reminder that no one can exist alone. Baine-Omugisha says the fellowship has helped her rediscover that concept's value as a homegrown peace approach, and she plans to put it into effect. "I may not single-handedly change Uganda's direction," she says. "But every intervention I make to change the ordinary citizen's outlook toward human rights is a good contribution. If we have a number of people doing that, we can bring about significant change."

## Fikiri Nzoyisenga

While growing up, whenever Fikiri Nzoyisenga washed dishes, his friends could not stop laughing: *Why are you doing the dishes? That is for the woman to do.* He just shrugged. In his home, chores were for girls and boys, just as his father and stepmother shared the cooking and other domestic tasks. "This was not normal," says Nzoyisenga. "Things were very different in my household than in others." It was also different in another way: With his father a member of the majority Hutu group and his stepmother a Tutsi, their marriage was forbidden. "They did it anyway," says their son, "to show there was no problem with that."

In the staunchly patriarchal country of Burundi, his family's defiant example made a huge impression. "The way I was raised by my father and stepmother shaped what I became," says Nzoyisenga, 36, the founder and executive director of Semerera, a Bujumbura-based youth coalition against gender-based violence that works in three provinces in Burundi. "Women in my community used to face many challenges linked to our Burundi culture that

considered women inferior to men,” he says. “So I wanted to be an advocate for women’s rights.”

Nzoyisenga survived an unstable childhood that included civil wars in Burundi and the Democratic Republic of Congo (where he lived for five years), went on to study law, and began volunteering for women’s empowerment organizations. It was only a matter of time before he became a community organizer. Through Spark MicroGrants, he led programs that empowered nearly 3,000 households from more than two dozen villages across Burundi. With Semerera, a team of 14 has assisted more than 8,200 women and girls through socioeconomic initiatives, leadership empowerment, and free legal support to victims of abuse and discrimination.

Nzoyisenga does not overlook another crucial element to change: educating men on gender inequalities. “We cannot talk about peace without giving all people the opportunity to live with dignity and contribute to the development of their communities,” he says. “We are part of the problem, so we must be part of the solution.”

After completing his Rotary fellowship, Nzoyisenga plans to expand his work to two more provinces of Burundi, where he will mentor other young people through campaigns around peaceful cohabitation, cohesion, and human rights. “My father taught me tolerance and acceptance, and respecting others no matter their differences,” he says. “In time, we hope more men and women in Burundi will come to understand that things need to change.”

**A**S THEY COMPLETED their 10-week, on-site session at Makerere University, the peace fellows provided an update about their time at Rotary’s new peace center. Or at least they tried to. “I can’t explain in words what an amazing experience this has been for me,” said Rusare. “The fellowship has made me more determined to pursue my social change initiative on peace journalism. The design is finally taking shape.”

She praised her teachers, who shared “practical experiences that made it easy



↑  
**STREET WISE**

“We have done field work to appreciate the situation on the ground,” says Jew Moonde (right), walking with the peace fellows through a Kampala slum.

→  
**FOOD FOR THOUGHT**

The peace fellows share a meal — and ideas. “They are a support system to each other,” says Nambalirwa Nkabila.

to grasp many theoretical approaches” to peacebuilding and conflict resolution. Moonde provided a detailed outline of those approaches; they included instruction in analytical methods drawn from the business world; sessions led by representatives from the Institute for Economics and Peace (a Rotary partner); and an introduction to indigenous traditions, such as the Mato Oput ceremony — which involves the drinking of a bitter herb — practiced by the Acholi people of northern Uganda.

Though pandemic restrictions led to the cancellation of a planned trip to Rwanda, the peace fellows had many opportunities for work in the field, including visiting the Bidi Bidi refugee settlement near Uganda’s border with South Sudan and meeting with survivors of the disastrous landslides in the country’s Bududa district. “These excursions enabled us to have firsthand engagements on peacebuilding and conflict transformation in communities affected by migration and environmental disasters, as well as gender-based violence,” said Baine-Omugisha.

The fellows also interacted with local Rotarians, who worked with the peace center’s host area committee to serve as counselors to the new arrivals. “They showed them around Kampala, and invited the fellows to their homes and clubs,” said Nkutu. “Despite living in a country with a history of conflict, Rotarians have not been clear on how they can get involved. The peace

center has generated interest in learning about the different ways Rotarians can promote peace and conflict prevention.”

“The inaugural cohort is very warm,” added Nambalirwa Nkabila. “They quickly settled in comfortably with each other. They have harnessed their differences in personalities and cultures for the good by being a support system to each other.” That camaraderie — a literal fellowship — among the peace fellows will sustain them through 2021 as they work on their initiatives in their home countries. It will also serve as a model for the next cohort of peace fellows at Makerere.

“Having a peace center at Makerere University means a lot to Africa,” Mushaho told *The Wave*, the monthly newsletter published by District 9211 (Tanzania and Uganda). “It’s a great opportunity for Africans to learn and understand that peace is the foundation of every development.”

The peace fellows will return to Makerere in early 2022. We’ll check back with them then to see what they have achieved — and what lies ahead for Rotary and Africa. ■

The 2023-24 application for fellowships at all Rotary Peace Centers will be available in February 2022. Candidates will have until 15 May 2022 to submit their completed application to The Rotary Foundation. Districts must submit endorsements to The Rotary Foundation by 1 July. For more information, go to [rotary.org/peace-fellowships](https://rotary.org/peace-fellowships).

## MEET THE OTHER MAKERERE PEACE FELLOWS

### **Olusina Ajao**

Nigeria; security and crisis management

### **Eleanor Curl**

United Kingdom; psychosocial support and trauma treatment

### **Sunny Dada**

Nigeria; conflict transformation and violence prevention

### **Ronald Kasule**

Uganda; disability rights and inclusion advocacy

### **Pinkie Mothibedi**

Botswana; community empowerment and social justice

### **Stephen Sempande**

Uganda; youth protection and social service development

### **Thomas Sithole**

Zimbabwe; media and information literacy

### **Nobantu Taylor**

Liberia; civil society engagement and skill-building

### **Amina Warsame**

Somalia; gender equality and human rights policy



# OUR CLUBS

## VIRTUAL VISIT

### Can-do committees

Rotary Club of Fall River,  
Massachusetts

**Fall River, Massachusetts**, has weathered many a crisis over the past 100 years: the demise of its renowned textile industry, a fire that nearly destroyed its downtown, and now COVID-19. But through all the city's ups and downs, the Rotary Club of Fall River has stood steady, supporting residents and institutions in big and small ways since its chartering in 1920.

The club — the only one in this city of 90,000 people situated at the mouth of the Taunton River, on the border with Rhode Island — maintains an active roster of 84 members, but the club's more than 30 committees are what really make it tick. Members are required to participate on a committee; many join several, and some rotate from committee to committee. "There are so many things you can do, and you can join as many committees as you want, but you have to join something," explains club historian Harvey Trieff. "You can't just come and have lunch."

The committees serve as a way to recruit and retain members from a community that has a strong history of volun-

teerism, says Charlene Jarest, who served as 2020-21 governor of District 7950. "If you don't give people something meaningful to do," she notes, "they are not going to stay."

One committee, for awards and allocations, has a \$15,000 annual budget from which it awards grants of up to \$1,500 to local organizations, such as the Fall River Symphony Orchestra. The symphony usually purchases music with the funds, but this year, the grant funded the rental of a rehearsal space after the symphony lost the use of its regular space because of the pandemic. Other committees take on more individual needs: The community service committee runs projects such as Happy Feet, which works with local school counselors and organizations to provide sneakers and socks to homeless children; and the Basket Brigade, which loads up baskets with soup, bread, gift cards, and other items, tucks in a kind note, and delivers them to people who might be struggling with job loss, illness, or a death in the family. The memory loss committee has also provided baskets to caregivers of people affected by Alzheimer's and similar illnesses.

There are also committees that focus on young people: The new generations committee is responsible for two Interact clubs. And every year, the scholarship committee awards \$1,000 to graduating high school seniors who exemplify Service Above Self.

Other committees focus on the environment, The Rotary Foundation, and club service. The tech committee was recently formed to help facilitate hybrid club meetings that can be attended in person

### Fall River facts

- The Rotary Club of Fall River held its first meeting on 16 November 1920 and received its charter in December of that year.
- One of the club's first projects was providing milk to students to address a malnutrition problem. The club raised \$6,000 in 1920 (the equivalent of \$81,000 today) to fund the project.
- The club's first female members joined before Rotary officially welcomed women in 1989. Gerry Silva was the club's first female president, in 1993.
- The club membership is two-thirds female; the last nine presidents have been women.

or remotely. And the international service committee maintains sister club relationships: one in Morelia, Mexico, and another in Ponta Delgada in Portugal's Azores.

Fall River is home to many immigrants from the Azores — a group of nine islands in the Atlantic Ocean that operate as a self-governing region of Portugal — and from Portugal proper; they came to the area in great numbers starting in the 1870s to work in the textile mills. Nearly half of Fall River's population claims Portuguese ancestry, and the city is home to a number of Portuguese bakeries, restaurants, and other businesses.

Paula Raposa, who joined the club in 1987 as its first female member, was born in the Azores and attends meetings of the Rotary Club of Ponta Delgada, on



the island of São Miguel, on her annual visits to see family and friends. She and Juliette Almeida — a member since 1988 — proposed making that a sister club, and in 1993, a delegation from Ponta Delgada came to Fall River to formalize the relationship. Since then, members of the two clubs have visited back and forth and have worked together on several projects, including one to provide equipment for the oncology center of a hospital in Ponta Delgada and another to support a senior center that provides meals and activities for older people who live alone.

**“I came to realize I was part of something bigger than the Rotary Club of Fall River, and it changed my perspective of Rotary.”**

Michael D. Wilson

That sister club relationship was so successful that in 2009, the Rotarians formed a second one, with the Rotary Club of Morelia Camelinhas, Mexico; one of their first joint projects was a clean-water project in Morelia. Roger Cabral remembers his visit to Morelia during his year as 2011-12 club president: “I took four planes to get there to meet with people doing exactly what we do — working in their community to make it a better place. I came to realize I was part of something bigger than the Rotary Club of Fall River, and it changed my perspective of Rotary.”

In non-pandemic times, social activities include “dine arounds,” which range from a half-dozen people having dinner at a member’s home to 50 Rotarians and guests gathering in a member’s backyard for a barbecue. The guests make donations, with all funds raised going back to the club.

The club moved to virtual meetings in April 2020 and last summer phased in monthly hybrid meetings where a dozen or so people gather in person, wearing masks, while the rest of the club joins on Zoom. “Hybrid is here to stay,” says Diane

Cloutier, 2020-21 club president, noting that it’s an easy way for members to make the club’s weekly lunchtime meeting and stay involved. The club has kept things fun by playing online games like trivia and bingo.

Last December, Cloutier stood outside the club’s regular meeting spot, White’s of Westport, handing out wrapped pieces of cake to members who drove up in their cars. It was not the centennial celebration the club had planned, but the Rotarians made the best of the situation by hosting a hybrid meeting at which the mayor of Fall River read a proclamation celebrating the club’s accomplishments. A formal anniversary celebration, originally planned for November 2020 and then delayed to May 2021, has been rescheduled again for April 2022, when, according to Cloutier, they plan to “party like rock stars.”

— SUSIE L. MA

Fall River members (from left) Harvey Trieff, Charlene Jarest, Diane Cloutier, Jennifer Preston, Paula Raposa, and Roger Cabral at the Battleship Cove memorial and museum.



FOUR QUESTIONS

## Hands-on approach

Through service-learning, young people can develop leadership and practical skills

**Bishnu Hari Dahal** was in an airport lounge in Kuala Lumpur, Malaysia, waiting for a flight home to Kathmandu, Nepal, when he noticed two men who didn't appear to know each other become engrossed in a lively, thoughtful conversation. Politely interrupting, he asked how they had established such an instant rapport. "They showed me their Rotary pins and told me, 'Whenever we see this wheel, we know we are friends,'" he recalls. "That was the first thing I ever knew about Rotary International."

Dahal never forgot that exchange, and five years ago, after starting a business, he became a charter member of the Rotary Club of Matribhumi Baluwatar, Nepal. He served as club president in 2018-19, receiving an outstanding president award from District 3292 (Bhutan and Nepal). His wife, Subidhya, is also a member of the club, of which he says most members are in their 30s.

Dahal, 34, has served as an adviser to the Interact and Rotaract clubs sponsored by his club, and he is passionate about helping young people acquire leadership skills. He believes that a discipline known as service-learning is key to developing the next generation of leaders.

Rotary has partnered with the National Youth Leadership Council — a nonprofit

that helps students become civically engaged — to develop research-based and outcome-driven interactive service-learning resources for youth participants and adult advisers. In Dahal's roles as District 3292 Interact committee chair last year and Rotaract committee chair this year, he has been using those interactive courses, which are offered through Rotary's online learning center, and drawing on his professional skills to build an active and informed network of young leaders in Nepal who will be prepared to carry Rotary into the future.

**1 What exactly is service-learning?**  
Service-learning is a way to build leadership skills in young people through

**"If young people are trained in service-learning, they will be prepared to be of service today and as they go forward in life."**

their participation in service projects. They are encouraged to take charge of projects from start to finish, which helps them gain organizing experience and learn the right way to do things.

**2 What is your approach to service-learning in your community?**

We focus on gaining youth leadership skills while we work to support the environment. Sanitation is a high priority. The projects we do mainly involve planting trees and organizing campaigns to clean up streets and parks. A signature project of our club is a free health camp, which we hold twice a year in rural areas, and our young leaders are involved in that. Rotaractors and Interactors work on projects together. Rotaractors motivate Interactors to get involved in service, and help train them. Being part of the Rotary movement is beneficial for young leaders. They can serve their local communities by being part of the international community.

**3 How can the Rotary Learning Center help members with service-learning projects?**

The learning center is a great resource. I'm taking courses related to youth leadership, and whatever I learn, I share with members of my club and other clubs. There are courses to help you learn what service-learning is, how to guide the efforts of young leaders, and what are effective youth-protection policies.

I have taught 1,500 Interactors how to go online to access the learning center, and I also summarize what I've learned.

**4 What are the benefits of service-learning?**

I believe that if young people are trained in service-learning and participate in service projects, they will be prepared to be of service today and as they go forward in life. The Rotary Learning Center also promotes fellowship, which is a very important part of the Rotary experience: Using the platform can help young leaders connect with others in their generation who share their interests. — PAUL ENGLEMAN

Visit [rotary.org/learn](https://rotary.org/learn) to find online courses and interactive workbooks that will help you get started with providing service-learning opportunities for young leaders in your club and district.

# July events



## RED, WHITE, AND YOU

**Event:** Independence Day Celebration  
**Host:** Rotary Club of Westerville, Ohio  
**What it benefits:** Local projects

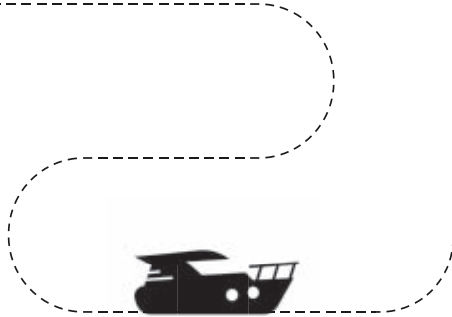
**What it is:** The day kicks off with a sweaty 5K run followed by a parade. Around 5 p.m., a free concert and food truck festival gets underway and leads into an evening fireworks show. Events may be altered pending COVID-19 regulations, but club members have their fingers crossed for a festive day.



## TIME TO SET SAIL

**Event:** Mayor's Cup Regatta & Festival  
**Host:** Rotary Club of Plattsburgh Sunrise, New York  
**What it benefits:** Local projects

**What it is:** Billed as the largest sailing event on Lake Champlain, this regatta includes races in three divisions: cruising, racing, and multihull. In 2020, the regatta took place, but the subsequent festival was canceled because of COVID-19. The club looks forward to resuming the festival tradition this year: Events include a 5K run, volleyball and cornhole tournaments, a variety of activities for kids, sand sculpting, kayaking, and more.



## HUNT FOR TREASURE

**Event:** Shipwreck Fest  
**Host:** Rotary Club of Fidalgo Island, Washington

**What it benefits:** Local and international projects

**What it is:** This combination flea market, garage sale, and antique show fills the main street in Anacortes, Washington. Vendors sell treasures of all sorts, including jewelry, clothing, vintage items, and artwork. The festival began as a way for fishermen to sell used gear; it eventually morphed into the fun community event it is today.



## PANCAKE PRE-PARTY

**Event:** Mackinac Pancake Breakfast  
**Host:** Rotary Club of Sarnia, Ontario

**What it benefits:** Local charities

**What it is:** To kick off the excitement of watching the annual Bayview Mackinac Race, the club has hosted a pancake breakfast in the park under the international Blue Water Bridge in Point Edward since 1982. What could be more idyllic than feasting on flapjacks while watching boats sail up the St. Clair River to the race starting point on Lake Huron?



## WHAT FLOATS YOUR BOAT?

**Event:** Hydros for Heroes  
**Host:** Rotary Club of Oak Harbor, Washington  
**What it benefits:** Local charities and scholarships  
**What it is:** This professional charity racing event, co-hosted by a local Keller Williams real estate team, honors local heroes such as the military, police officers, firefighters, teachers, and health care professionals. More than 50 regional hydroplane teams compete on the water over two days.

Tell us about your event. Write to [magazine@rotary.org](mailto:magazine@rotary.org) with "calendar" in the subject line.



### TRUSTEE CHAIR'S MESSAGE

## Our vision for a better world

July is the most exciting month in Rotary, a time for fresh starts and new beginnings. For many, it's an opportunity to take on new leadership roles. Rotarians brim with optimism, thinking about the good we can do for humanity in the 12 months ahead.

As I write this message, I recall a quote often attributed to Helen Keller, a renowned American activist for people with disabilities: "The only thing worse than being blind is having sight but no vision."

How profound that a woman who was blind taught us such a powerful lesson about the difference between sight and vision. Indeed, it is one thing to see the world as it is, but entirely another to envision it as it could be. The Rotary Foundation is all about envisioning possibilities — and making them happen.

As we begin this Rotary year, I ask: what is *your* vision for the next 12 months? Could a community or region you know benefit from a grant from the Foundation? One probably could, and, as you read these words, many people in that community are waiting for our help and leadership.

We are still reeling from the challenges of serving the world during COVID-19, but we cannot let that or anything else stop us. Many educational and health care needs

have only been exacerbated by the pandemic. The world needs us.

Beginning 1 July, you can apply for Foundation grants supporting Rotary's new area of focus: the environment. July also brings changes, such as the financial restructuring of the World Fund, that have been implemented with an eye toward sustainability. We are just beginning a year when we will continue our first Programs of Scale grant in Zambia, seek a home for our next Rotary Peace Center, and plan and implement district and global grants that will make positive impacts for generations to come.

To paraphrase the ancient Chinese philosopher Laozi, today we begin the journey of a thousand miles by taking our first step. Let's walk together, looking forward, not to the past. Rotarians love a good challenge, so here's one for us all: let's challenge ourselves to think bigger this year and enlarge our vision of what we can and will do.

Make the Foundation a part of *your* vision for a better world, and you will see the world, and yourself, change.

**JOHN F. GERM**

*Foundation trustee chair*

## SERVICE ABOVE SELF

### THE OBJECT OF ROTARY

The Object of Rotary is to encourage and foster the ideal of service as a basis of worthy enterprise and, in particular, to encourage and foster:

**First** The development of acquaintance as an opportunity for service;

**Second** High ethical standards in business and professions, the recognition of the worthiness of all useful occupations, and the dignifying of each Rotarian's occupation as an opportunity to serve society;

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

**Fourth** The advancement of international understanding, goodwill, and peace through a world fellowship of business and professional persons united in the ideal of service.

### THE FOUR-WAY TEST

Of the things we think, say, or do:

1. Is it the **truth**?
2. Is it **fair** to all concerned?
3. Will it build **goodwill** and **better friendships**?
4. Will it be **beneficial** to all concerned?

### ROTARIAN CODE OF CONDUCT

The following code of conduct has been adopted for the use of Rotarians:

As a Rotarian, I will

1. Act with integrity and high ethical standards in my personal and professional life
2. Deal fairly with others and treat them and their occupations with respect
3. Use my professional skills through Rotary to: mentor young people, help those with special needs, and improve people's quality of life in my community and in the world
4. Avoid behavior that reflects adversely on Rotary or other Rotarians
5. Help maintain a harassment-free environment in Rotary meetings, events, and activities, report any suspected harassment, and help ensure non-retaliation to those individuals that report harassment.

2022 CONVENTION

# Begin countdown!



**Houston calls itself** “the city with no limits,” and when you attend the 2022 Rotary International Convention, 4-8 June, you will see what that means. It is a city of big numbers: Houston covers more than 600 square miles, and with 2.3 million residents, it’s the fourth-largest city in the United States. The metropolitan area’s 7 million people speak at least 145 languages; Houston is by some measures the most diverse metropolis in the country.

The city contains more than 300 parks, with some

40,000 acres of parks and green space. It’s a hub of entrepreneurship; more than 250 early-stage software and digital technology companies call downtown Houston home. It’s also a center of biomedical research: The Texas Medical Center is one of the largest hospital campuses in the world, employing more than 100,000 people.

And, of course, Houston is home to NASA’s Lyndon B. Johnson Space Center, which has been one of the country’s centers of space flight for more than 50 years. Home to

the U.S. astronaut corps, it continues to foster innovative space research. While you are in Houston, make time to visit Space Center Houston, NASA’s official visitor center, which offers a variety of educational exhibits and programs

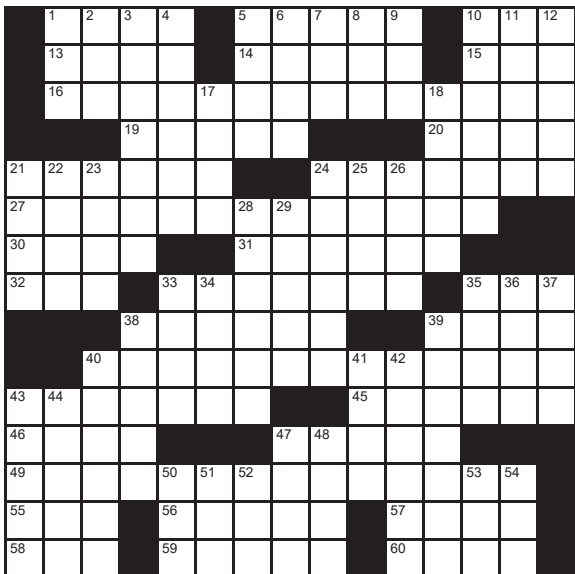
about space exploration. Whether you are looking to the stars or making connections with Rotary members from around the world, the 2022 convention is a chance to discover new horizons.

[Learn more and register at convention.rotary.org.](http://convention.rotary.org)

CROSSWORD

## Area for improvement (No. 4 in a series)

By Victor Fleming  
Rotary Club of Little Rock, Arkansas



ACROSS

- 1 Glom — (grab hold of)
- 5 Boxer’s line?
- 10 Puma or cougar
- 13 Settled up
- 14 Banish, banishment, or one who’s banished
- 15 Guadalaran gold
- 16 Rotary’s newest area of focus
- 19 Astronaut’s attire
- 20 Met moment
- 21 Showing shock
- 24 Altar area
- 27 Global warming ... and issue within 16-Across
- 30 Dinner-and-a-movie, maybe
- 31 Kind of knot
- 32 Int.-bearing investments
- 33 Big name in eggs
- 35 *Floribama Shore* channel
- 38 Start of happy hour, often
- 39 Angelic atmosphere
- 40 Clear-cutting ... and issue within 16-Across
- 43 Ever so lavish
- 45 Forewarns
- 46 Sagan or Sandburg

47 Backed off

- 49 Oil spills ... and issue within 16-Across
- 55 *Enero o diciembre*
- 56 Roster of top potential invitees
- 57 Guthrie of folk music
- 58 Harris and Sheeran
- 59 Ends of the earth?
- 60 Elem. school bake sale sponsors, often

DOWN

- 1 Get off the fence
- 2 “Count me out”
- 3 It may go into overtime
- 4 *The \_\_\_ File* (Forsyth bestseller)
- 5 Big name in jeans
- 6 Escape hatch
- 7 Tire need
- 8 Caution sign
- 9 Little Red fowl of kiddie lit
- 10 Bring about through force
- 11 L.A. Law’s Becker
- 12 Absolute
- 17 CBS college football analyst Houston, who coached at Murray State, Boise State, Arkansas, and Ole Miss
- 18 Like a scabby canine

- 21 “Back in Black” band
- 22 Feeling pleased
- 23 Batting average boosters
- 24 Bracelet add-ons
- 25 Install, as drapes
- 26 Green Gables girl
- 28 King \_\_\_ of Wessex (ninth-century “ruler of Britain”)
- 29 Blintz relative
- 33 Drum accompanier
- 34 Bard of \_\_\_ (Shakespeare)
- 35 *Our National Parks* author
- 36 Jog
- 37 Airport shuttles
- 38 Guy, informally
- 39 Humbly accepted blame, idiomatically
- 40 Undue pressure
- 41 Cologne brand that sounds forbidding
- 42 Pub fixture
- 43 “\_\_\_ all ye faithful ...”
- 44 Acted nervously
- 47 End of a threat
- 48 Club alternatives
- 50 Brief time out?
- 51 Mideast org.
- 52 Tulsa industry
- 53 Pay extender?
- 54 Uniform features (abbr.)

Solution on **page 10**

# Apply yourself

As members of the family of Rotary, we are people of purpose, people of influence, and people of action. Each year, committees that support Rotary and The Rotary Foundation focus on putting Rotary’s strategic priorities into action, challenging us to increase our impact, expand our reach, enhance participant engagement, and increase our ability to adapt.

Would you like to contribute to Rotary’s success?

The following committees are searching for qualified Rotarians and Rotaractors to serve as members and apply their leadership skills to advance our organization. Although the number of openings is limited, they offer an opportunity

for you to share your vocational expertise and help ensure diverse perspectives within each committee.

All committees correspond via email and on virtual platforms, and some involve at least one mandatory in-person meeting per year. Dual members of both Rotary and Rotaract are especially encouraged to apply.

To be considered for committee membership or to recommend someone for an appointment, visit [on.rotary.org/application2021](https://on.rotary.org/application2021). Applicants must be registered on My Rotary at [rotary.org/myrotary](https://rotary.org/myrotary) and should make sure their My Rotary profile includes current contact information. Applications are due by 15 August for appointments starting 1 July 2022.

COMMITTEE	FUNCTION	PREREQUISITES	COMMITMENT
<b>Communications</b>	Advises the Board on communication with key audiences	Professional background and experience in a communications-related field	<b>Two positions for three-year terms; annual in-person meeting in Evanston; virtual meetings as needed</b>
<b>Finance</b>	Advises the Board on Rotary’s finances, including budgets, investment policy, and sustainability measures	Professional background in a finance-related field; nonprofit experience preferred. Candidates should have experience in financial matters at the club and district levels.	<b>Two positions for three-year terms; one or two in-person meetings per year in Evanston; virtual meetings as needed</b>
<b>Leadership Development and Training</b>	Advises the Board on Rotary’s leadership training program for Rotarians, clubs, and districts, with a special emphasis on training for district governors	Must have significant training or education experience with a preference for leadership development	<b>Two positions for three-year terms; annual in-person meeting in Evanston; virtual meetings as needed</b>
<b>Operations Review</b>	Monitors the effectiveness, efficiency, and implementation of operations and all internal systems; advises the Executive Committee on compensation matters; and performs other oversight functions as requested by the Board	Experience in management, leadership development, or financial management, and a thorough knowledge of Rotary’s operations. Appointments will be limited to past RI directors.	<b>One position for a six-year term; two in-person meetings per year in Evanston; virtual meetings as needed</b>



**COMMITTEE FUNCTION**

**PREREQUISITES**

**COMMITMENT**

**Rotaract**

Advises the Board on Rotaract; develops the Rotaract Preconvention program

Rotarians: Experience working with Rotaract; direct experience as a mentor or Rotaract adviser or district chair. Rotaract alumni are strong candidates.

**Rotarians: One position for a three-year term; meets virtually or has annual in-person meeting in Evanston**

Rotaractors: Leadership at the club, district, or international level. Strong candidates have served as a district Rotaract representative, organized projects, or attended a Rotaract Preconvention.

**Rotaractors: Three positions for one-year terms; meets virtually or has annual in-person meeting in Evanston**

**Strategic Planning**

Reviews Rotary’s strategic plan and associated measures; advises leadership on other matters of long-term significance

10+ years of experience in strategy development, monitoring, and implementation, and strong understanding of RI and Foundation programs and services

**One position with a four-year term; one or two in-person meetings per year in Evanston; virtual meetings as needed**



## Global goods

*Host families see the world through Rotary Youth Exchange*

**HOME AWAY FROM HOME:** My husband, Paul, and I have hosted 21 Rotary Youth Exchange students. I've never done anything more fulfilling. We have "kids" around the world, and now "grandkids." We've traveled to see almost all of the students we've hosted — to Poland, Argentina, Spain, Italy, Paraguay, Belgium, and Denmark. We are treated like family when we visit. When we visited one of our students in Brussels, he and his family took us to see the Atomium, a landmark structure that was built for the 1958 World's Fair. We have a souvenir model of it.

**PIN DROPS:** When students go on an exchange, they trade all sorts of pins. One young lady from Taiwan made her pins out of felt, and she sewed a smiley face on them. I just fell in love with that.

**SERVICE TRIP:** Every year, our district goes on a big humanitarian trip. Our 2019 trip was to Peru, where this souvenir dish is from. We do projects in one area, and then people add on an excursion — part of the group went to Machu Picchu.

**ALL ABOARD:** My husband loves trains. He wanted to show our first

exchange student more of the United States, so we planned a train trip and asked if any other students from our multidistrict wanted to join us. The first year we ended up with close to 50 students, and we've been doing it ever since. We go for 30 days and have taken over 1,000 kids around the United States. One year, the kids gave this little locomotive to Paul. It has numbers written all over it. With 50 kids on the train, it's hard to keep track of them all, so we give them numbers and count off to make sure everybody is there. It was a wonderful remembrance from the kids.

**Melody St. John**  
Rotary Club  
of Hollywood,  
California

# SHEKHAR MEHTA'S PRESIDENTIAL INITIATIVES

Rotary International President Shekhar Mehta has three special initiatives for the 2021-22 Rotary year aimed at expanding our impact through service and introducing new members to Rotary:

## ► EMPOWERING GIRLS

To address the inequities that girls face worldwide, members are encouraged to take on a club-based initiative or be part of a district or global grant that improves the health, well-being, education, or economic security of girls in their communities and ensures their access to resources.

## ► ROTARY DAY OF SERVICE

Organize a meaningful day of hands-on service activities where Rotary members and the community come together to improve your community. Share your completed projects on Rotary Showcase: [rotary.org/showcase](https://rotary.org/showcase).

## ► PRESIDENTIAL CONFERENCES

A series of presidential conferences will highlight regional humanitarian efforts led by Rotarians and Rotaractors in their communities and around the world. Invite a friend to join you at one of the events so they can learn about Rotary's work and join us in our commitment to service:

- 4-5 October — Gyeongju, Korea
- 5-7 November — Venice, Italy
- 26-27 November — Manila, Philippines
- 4-6 February 2022 — Hyderabad, India
- 12-13 February — Foz do Iguaçu, Brazil
- 4-5 March — Maputo, Mozambique
- 3-4 June — Houston, Texas, USA



Learn more on [my.rotary.org](https://my.rotary.org).



**SERVE TO  
CHANGE LIVES**

# Wherever you go, take *Rotary* with you.

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