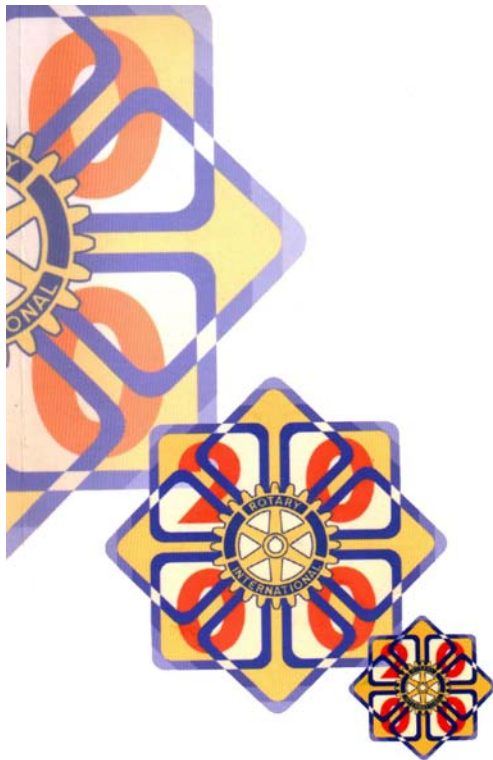




**第二部：千禧總監的話**

**PART 2 : Messages from  
Governor 2000 Dens**

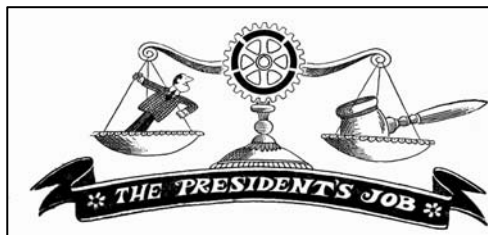


千禧總監的話—七月

# 展望扶輪 2000 年

國際扶輪第 3520 地區前總監邵偉靈(1999~2000)

在那個值得記憶的早晨，本地區全體扶輪 2000 年社長共同參與了地區為其所舉辦的「1999 年社長當選人研習會」。我們在環亞大飯店共聚一堂，面對面，共同準備展開邁向下一個千禧年的美妙旅程，而當時距離 20 世紀只剩下 279 天——只要再過 9 個月，期盼已久的 21 世紀便即將到來。在這新千禧年、新世紀的前夕，我們自然會想到未來。我們會問自己：扶輪要往何處去？(Where is Rotary going?) 我們扶輪組織是否已經作好踏入 21 世紀的萬全準備。我應該往哪個方向走，才會使扶輪變得更強大，更有效？



這些問題的答案在於過去，更在於現在。未來不會自己作主，未來是決定於我們今天所作的決定及行動。為了確保扶輪在 21 世紀的成功，讓我們現在就開始作**持恆、持守、持續**的行動及決策。

## 扶輪 2000 年：持恆、持守、持續的行動

### **Rotary 2000 : Act With Consistency, Credibility, Continuity**

各位身為我任期內服務的地區內的社長，對我而言你們是非常特別重要的人。同時，你們也是位被命運寄託、並期待發揮你們影響力迎接新的一個世紀的領袖。因此，你們將會在這扶輪歷史最重要的時刻中扮演獨特的角色——

**你們將是位從本世紀過渡到下一個世紀的扶輪社社長。**

**你們將是位新的千禧年的第一任社長。**

而我確信你們不僅會做第一個，而且會做最好的社長。因為你們是——

### **2000 年社長——President 2000**

我們都知道從 12 月 31 日到 1 月 1 日只不過是日期的轉變而已。可是全球各地的人在新的一年或新的十年的開始，都懷抱著改變的期待，面臨新世紀與新千禧年 (Facing a new century & a new millennium)，我們的期待就更加殷切，在世界的每一個角落，人們期待 21 世紀的來臨以及它所帶來振奮人心的改變。期盼我們一起帶著新的熱忱(new enthusiasms)、新的信念(new beliefs)、新的態度(new attitudes)、新的目標(new goals)，邁向一個光明未來的**改變**。

同時，我要提醒各位我們的扶輪有史以來在 1997-98 年度第一次社員人數減少。我們應該要有所警惕，及早檢視這個問題，認真試著去扭轉頹勢、找出原因去做改變。以免扶輪社會如同“Dodo”巨鳥般，於新的一個世紀會瀕臨於絕種。我們部份的社員流失當然可歸因於社會的改變，可是有些原因也在於我們自己犯下了許多的錯誤。例如：基層扶輪社與伊文斯敦世界總部的領導階層之間在想法上的歧異——基層扶輪社對扶輪規則與計劃每年變更的現象普遍表示不滿。同時，多年來——太多年來——我們的基本規則一直受到相當多數扶輪社員的漠視——造成基層扶輪社員與領導階層的鴻溝日益加深。這種漠視規則的結果，便是降低我們組織的可信度。一個沒有可信度的組織自然很難吸引肯投入的新社員。

今天全球大約有 29,000 個扶輪社，其中 9,248 個扶輪社的社員人數不到 25 個，另外 2,430 個扶輪社少於 14 個，甚至有 400 個扶輪社的社員人數不到 9 個。這些扶輪社要如何運作？它們如何設立各個委員會？它們如何在它們社區代表國際扶輪呢？而這些扶輪社平均只要努力去吸收 5 位新社員，那我們就能增加約 45,000 名新社員，不就解決了社員人數減少的問題。

因此，扶輪 2000 年 RI 社長 Carlo Ravizza 提出“扶輪 2000 年”就是指 2000 年度是一個供我們省思與評估我們組織的大好時機。既然如此，我們必須捫心自問：如何改變扶輪？如何使我們組織更強大、更有彈性的改變？那就是

### 持恆、持守、持續的行動

## Act With Consistency, Credibility, Continuity

**持之以恆 (Consistency)** 要求每人堅守自己的中心思想，並以這些基本原則指導他的行動。扶輪的使命在於服務 (Rotary's mission is service.)，94 年來扶輪社員們擁抱此一基本目標並追求其理想。雖然整個世界及扶輪組織已經改變很多，我們奉獻於人道服務及世界了解的發展更加堅強。同時，我們也看到，我們的使命的持恆在今天的世界需要注入新的方法和觀念。為了保持扶輪理想在 21 世紀的持恆，我們不僅要承諾貫徹創社原則，更要具有改革及成長的意願及能力。

因此，我們在迎接下個千禧年的此時，就先要強化我們的扶輪——從鞏固我們的內部關係開始。我們必須開辦一些訓練計劃來**教育**扶輪社員，讓他們了解扶輪，提出有用的想法，並知道如何正確的透過立法會議來**改變**我們的扶輪。這是一種從基層往上推動的變革，而不再是過去從上而下的方式。透過溝通與合法的改變來讓基層的扶輪社員與扶輪領導階層走在同一個軌道，以確定所有的人步調都能一致，而朝向共同的服務目標與世界了解去邁進。因此，目前我們迫切需要的就是——

## 教育、教育、再教育

**持守信譽 (Credibility)** 是指所為要有信用，包括在家庭、事業及專業、扶輪社、以及在社區。人們相信扶輪所作所為，是因為扶輪社員們表現出他們的操守，並立下崇高道德標準的典範。今天，國際扶輪能享有最高的信譽，是因為扶輪社員們已經透

過根除小兒麻痺等疾病計劃證明他們對於人道服務的承諾。同樣地，如果所有的社員都能在日常生活實踐扶輪理想，每個扶輪社都可以在自己的社區內建立並保持信譽。

我們扶輪的力量取決於我們社員的品質。從本質上來說，我們都是很不一樣的人，這就表示並非每個人都有成為承諾服務扶輪社員的特質——換句話說，就是那種奉獻服務以及增進友誼、容忍、與世界了解的心。在我們急於扭轉社員流失的現象之際，讓我們也要考慮質與量的問題（可是每一次我們都提高數量，不顧品質——*every time we pushed quantity we lost quality*），我們扶輪今天需要的是量大質精（*Quantity of Quality*）。我們的最大責任之一就是將新社員引進扶輪。可是我們不能容忍平庸（*mediocrity*）；如果扶輪社員要成為社區領袖，我們需要的是卓越（*excellence*）。要記住——介紹新社員是主要扶輪社員的必要條件，也是他們最大的責任。

不履行服務不了解扶輪的社員（*Uncommitted / uninformed members*）可能會對我們組織造成很大傷害，因為他們無法有效地提升我們的服務的精神。他們可能降低扶輪社內的士氣，破壞我們在社區的形象，未來這一年我們的首要任務必須是將現有扶輪裡那些不要行服務的掛名社員（*RINO -- Rotary In Name Only / disaffected members*），轉變（*transform*）為高度承諾服務的扶輪社員（*Highly Committed Rotarians*）。今天，我們大約有 120 萬個社員。其中，我估計只有 30% 是履行服務社員。當你考慮到我們今天為人類謀求的福祉，不妨想想如果我們把剩下的 70% 都轉化為承諾服務社員，將能夠成就怎般的局面，我們的成功將能改變人類在 21 世紀的未來。

我的 2000 年社長，這是你們在未來一年的工作，一個強調鞏固組織的一年。讓我們同心協力達到 100% 履行服務，讓我們得以創造更美好的未來——不僅是為扶輪，還為了我們服務的 29,000 個社區。

持久永續（*Continuity*）對於一個每年必須更動它的領導幹部的組織來講，持續是不可缺少的。如果每個新的領導團隊每年都要修改扶輪社或地區計劃，成果終究有限。但是持續需要幾分謙虛和慷慨。它要求即將上任的領導人在開始新的計劃之前，要先達成已經設定的目標。因此，新的領導人必須先實現前任未完成的計劃及構想，才能開始進行自己的計劃及構想。RI 扶輪 2000 的社長賴唯捨 Carlo Ravizza 在美國加州阿拿罕，1999 年國際講習會議上，就不斷地強調我們須以過往為基礎，來強化我們的未來。尊重前人的計劃，並與繼任者同心協力。要求我們要徹底執行扶輪 2000 年的“持續”，需要我們個人在態度與心理上做很重大的改變——要我們從內心去了解到地區總監並不是一個位高權重的職位。它只不過是讓一位扶輪社員擁有一個服務我們偉大組織的所有社員的一種大好機會而已。也就是說要我們為扶輪的大我，犧牲小我。要我們不斷努力從「我」（*I*）轉變為「我們」（*We*），從「自我」（*Ego*）轉變到「團隊合作」（*Team Work*）。

最後，為了要好好服務各位，我必須設定自我領導的標準，那就是我必須以自我為楷模（*Lead by example*）方式來領導——

如果我選擇漠視前幾任總監的計劃，我就不能期望你們繼續你們前任社長的計

劃。—————**持之以恆(Continuity)**

如果我無法表現符合崇高倫理與道德的行為，我就不能指望我的 2000 年社長要做到。—————**持守信譽(Credibility)**

如果我選擇對不能持恆的行為視而不見，我就不能指望你們約束你們的扶輪社社員遵守那些規則。——**持久永續(Consistency)**

所以我十分認真看待以**自我為楷模來領導的責任**——就像我希望你們對你們的扶輪社社員也能這麼做一般。

2000 年的社長—**President 2000**，就讓我們一起“持恆”遵守我們的規定與信仰，讓我們在所有行動中“持守”。讓我們培養持續服務所必需的謙卑與慷慨。並且讓我們和我們的扶輪社社員分享這些原則，讓我們一起努力在下世紀讓扶輪擁有 100% 履行服務的社員。

身為 1999-2000 年度服務你們地區的總監，我仰賴你們的協助來引導扶輪航向更光明的未來，2000 年社長，當我們航向下個千禧年未知的海域，探索服務人類的新領域時，你們將會是我最佳的夥伴。我 100% 仰賴各位，就像你們也可以信賴我一樣，讓我們同心協力，共同運送我們 120 萬位乘客航向扶輪服務的新世紀。

各位，我的 2000 年社長們，你們就是 RI 社長--賴唯捨船長的 2000 年的水手。  
**(Captain Carlo's crew 2000)**

讓我們將航線瞄準新千禧年，手中緊握服務計劃的羅盤，揚帆出發：

我們的通行密碼(Password)就是：**Rotary 2000: 2-ow-ow-ow**

**Go-GO-GO-GO**

而我們的通行口令則是：**扶輪 2000 年: 持恆、持守、持續的行動**

**Rotary 2000 : Act With Consistency, Credibility, Continuity**



國際扶輪第3520地區1999年社長當選人研習會  
PRESIDENTS-ELECT TRAINING SEMINAR DISTRICT 3520 RI/MARCH 27, 1999

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*A Message from Governor 2000 Dens (July 1999)*

# Looking to Rotary 2000

*PDG Dens W. L. Shao, D3520 (1999~2000)*

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On that memorable morning, March 27, 1999, when we were assembled at the Asia World Plaza Hotel, for our Presidents-Elect Training Seminar, preparing to begin our fantastic journey into the next millennium, the 20<sup>th</sup> century had only 279 days left-only 9 more months until the long anticipated passage to the 21<sup>st</sup> century. On the eve of a new century, our thoughts naturally turn to the future. We ask ourselves: Where is Rotary going? Is our organization fully prepared to enter the 21<sup>st</sup> century? What direction should we take to become stronger and more effective?

The answers to these questions lie in the past and, even more so, in the present. The future is not an autonomous state, but one that we are constantly creating through the choices we make and the actions we take today. Let us begin now to ensure Rotary's success in the 21<sup>st</sup> century by applying the criteria of consistency, credibility, and continuity to all our actions and decisions.

## ***Rotary 2000: Act With Consistency, Credibility, Continuity***

As club presidents in Rotary year 1999-2000, you are very special people to me. You are leaders entrusted with preparing Rotary for the new century; therefore, you are expected to play a unique role in Rotary history.

You are club presidents of transition between this century and the next.

You are the first club presidents of our new millennium.

I trust you are not only the first but also the best because you are **CLUB PRESIDENTS 2000**

We all know that this is simple a change of date from the 31<sup>st</sup> of December to the 1<sup>st</sup> of January. Yet people everywhere imbue the start of a new-year or a new decade with expectations for change. Facing a new century and a new millennium, our expectations are even greater. In every part of the world, people are anticipating the 21<sup>st</sup> century and the exciting changes it may bring. Changes for and exhilarating future, with new enthusiasms, new beliefs, new attitudes and new goals.

In the meantime, I would like to remind you that in 1997-98 we experienced our

first net membership loss in recent history. We should be alarmed of this. We should examine the problem and try to reverse our losses in order that Rotary might be exterminated from our community in the new century like the “Dodo” birds. Some of our membership loss might surely be attributed to changes within society. But the reason lies also in many of our own mistakes such as the disparity in the way of thinking existing between the clubs at the grass-roots level and the senior leadership at our headquarters in Evanston. Many Rotarians at club level are dissatisfied with Rotary’s rules and the yearly changing of programs. In the meantime, our basic rules have been disregarded by a large portion of our membership for too many years, creating a growing gap between grass-roots Rotarians and our top leadership. By continually disregarding our rules, we have lowered the credibility of our structure. And an organization with low credibility will naturally have trouble attracting committed new members.

We have today roughly 29,000 clubs worldwide. 9,248 have less than 25 members, 2,432 clubs have less than 14 members, and 400 clubs less than 9 members. How can these clubs operate, how can they have all their committees, how can they represent RI in their communities: By inducting an average of 5 members in these clubs, we would solve our membership drop with some 45,000 new members. For this reason, Rotary 2000 President Carlo Ravizza’s theme is **ROTARY 2000**, providing us cause for reflection and self-evaluation of our organization. With this a theme we should ask ourselves: Who we change Rotary ? how we make we make our organization stronger with flexible changes ? The answer is: **Act With Consistency, Credibility, Continuity.**

**CONSISTENCY** asks each one to follow core principles-fundamental values that will provide a basis for our actions. **Rotary’s mission is service.** For 94 years, Rotarians have devoted themselves in humanitarian service and world understanding efforts. In the meantime, we have also seen that to continue our services in the world today needs new methods and conceptions; and to keep Rotary ideas carried out with consistence, we must not only commit ourselves to its fundamental requirements, but also have strong determination and adequate ability to keep it changing and growing.

For this reason, while we are preparing for the new millennium, we must first of all rebuild Rotary’s strength from the button up and conduct some training to educate Rotarians, making them aware more of Rotary and put democratize process of the Council on Legislation from this must be done bottom up instead of from top level down as was done in the past. With general consensus and legal changes, we put Rotarians at grass-roots and at leadership level on the same track to assure we are moving towards common goals with joint efforts. Therefore, what we need right now is

### *Training, Training, and Training*

**CREDIBILITY** should also be enhanced in our families, business and professions, Rotary clubs and communities as well Rotarians are respected because we demonstrate our integrity and exemplify ourselves in the standards for ethical behavior. RI enjoys the highest credit because Rotarians have committed themselves to the humanitarian service in polio eradication efforts. If Rotarians carry out Rotary ideas in their daily life, each club could achieve credibility in its community.

Our strength also depends on the quality of our membership. By nature we are very different as human beings, that means that not everyone has the personal characteristics needed to become a committed Rotarian-that is, an individual dedicated to serve and eager to promote fellowship, tolerance, and world understanding. In our rush to reverse membership loss, let us consider both quality and quantity (but every time we pushed quantity we lost quality). What we need today in Rotary is a **Quantity of Quality**. One of our primary responsibilities is to bring new members into Rotary. But we cannot tolerate mediocrity, we need excellency if Rotarians are to be leaders in their communities. Remember-to induct a new member is a must for a committed Rotarian, but also the greatest possible responsibility.

Uncommitted, uninformed members can do great harm to our organization because they cannot effectively promote our spirit of service. They can lower the morale within the club and damage our image in the community. Our priority this year must be to transform those disaffected members of **RINO-Rotary in name only**, in existing clubs into highly committed Rotarians. Today, we have roughly 1.2 million members. Of those, I would guess only 30 percent are committed Rotarians. When you consider the good we are doing for mankind today, imagine all that we could accomplish if we transformed the remaining 70 percent of our members into wholly committed Rotarians. Our success could virtually change the future of mankind in the 21<sup>st</sup> century.

This, my club presidents 2000, is your task for this year, a year of long needed consolidation. Let us work together to achieve that 100 percent commitment, so that we can create a better future-not only for Rotary but for each of the 29,000 communities we serve.

**CONTINUITY**-to an organization that changes leadership on an annual basis, continuity is indispensable. An organization that changes not only its programs and goals on an annual basis faces serious difficulties in long-term planning. If a new leadership change Rotary or district program on an annual basis it for sure will have very limited achievement. But continuity needs modest and generosity. It requires that leaders must complete the projects carried forward by their predecessors. RI president Carlos stressed at the International Assembly over and over that we must **respect our past** even we are planning our future to build on what has gone before to strengthen our future. Achieving continuity in 2000

requires a great and meaningful change in attitude. ***We must clearly understand that club president is not a position of power. It is only the greatest opportunity granted to a Rotarian to serve the members of our organization.*** It means submerging our own egos for the good of Rotary. It means moving from “I” to “we”, from our “ego” to “teamwork”.

Finally, in order to serve you well, I must set the standard for leadership. I must ***lead by example.***

If I choose to disregard the programs of our past governors, I cannot expect you to continue the projects of your predecessors. ***(Continuity)***

If I do not demonstrate high ethical and moral behavior, I can hardly expect it of my club presidents 2000. ***(Credibility)***

If I choose to overlook inconsistencies, I cannot expect you to hold your clubs to those same rules. ***(Consistency)***

So I take very seriously my obligation to lead by example-just as I hope each of you will do with your club members.

Presidents 2000: Let us be consistent with our rules and beliefs. And let us cultivate the humility and generosity essential for continuity in our service. And let us share these principles with our club members as we work to achieve a membership of 100% committed Rotarians for the next century.

Being your 1999-2000 district governor, I depend on your assistance in charting our course for a strong future. Presidents 2000, as we navigate the unknown seas of the next millennium, exploring new areas of service to mankind, you will be my wonderful partners. I rely on you 100 percent, as you can rely on your humble governor, and together we will ferry our 1.2million passengers into the next century of Rotary service.

You, my presidents 2000, are ***Captain Carlo’s crew 2000.***

Let us set out on our journey, with our ship pointed toward the new millennium and our agenda firmly in place.

Our password is ***Rotary 2000:  
2-Ow-Ow-Ow,  
Go-Go-Go-Go!***

***Rotary 2000 Act with  
Consistency,  
Credibility,  
Continuity.***



## 千禧總監的話—八月

# 2000 年服務的領袖

是位平凡、平實、平淡的人，卻擁有不平凡的機會

國際扶輪第 3520 地區前總監邵偉靈(1999~2000)

***“I am here because Rotary takes ordinary people and gives them extraordinary opportunities to do more with their lives than they ever dreamed possible. I am here because Rotary cares about people.”***

「我在這裡，是因為扶輪帶領平凡的人，給予他們不平凡的機會，將他們的生命發揮到他們做夢也意想不到的境界。我在這裡，是因為扶輪關心人類。」

前國際扶輪社長雷諾夫 Clem Renouf 在 1977 年國際年會的當選演講中所說的一句話。

當我從 1999 年國際阿拿罕講習會返台的飛機上俯瞰到那綿延不絕壯麗的山脈、翠綠雄偉的森林與遼闊無垠的海洋時，我內心不由自主地體會到自身的渺小。想想處在世上這麼多國家、這麼多山脈、平原、河流、海洋，如此遼闊外在世界中的我是多麼的渺小，我只不過是這許多民族之中的一個人而已。若又內省地去面對到那個廣大、動盪而又變化萬千的內在思維的世界時，我則更加顯得“平凡”。

同時，參與扶輪運動十五多年以來，我在這扶輪造人的學校裡早已養成在家庭、事業及社區裡習慣努力的去**持守著信譽**(Credibility)，並且不斷地試圖去立下崇高道德標準的典範。做位“平實”優雅的扶輪紳士(Gentleman)這份思潮早已幻化入了我的腦海裡，更深深刻劃在我心中。

更何況，在三十多年前名演員彼德奧圖所主演的那部 Don Quixote 唐吉珂德傳—夢幻騎士的影片中，“**夢想那不可能實現的夢想**”——“**To Dream the Impossible Dream**”那份對理想的執著與傻勁深深地影響了我。才會讓我如同 1985-86 RI 前社長 Edward F. Cadman 在他所寫的“**Never too old to dream or serve.**”一文中，所提及作家賽凡提斯藉唐吉珂德來表彰人性美好面一般，在扶輪運動中不斷地追尋“美與善良”。也因這份“執著與傻勁”讓我對物慾追尋的慾望與企圖心變得非常淡薄。也因為這份淡薄的心而促使我立志在扶輪運動中做位“平淡”的傳教士，做位“平淡”的苦行僧，做位“平淡”的修行者。

雖然，我自知是位如此渺小、微不足道、而又“平凡、平實、平淡”的人。然而這麼多年以來，我卻深深的堅信在我們扶輪裡，我並不只是位孤孤單單的一個人而已。因為我是生活在一個偉大的大家庭—**扶輪大家庭**(the family of Rotary)。在我們

這個扶輪大家庭中，我們擁有 120 萬位開拓者、建築專家、夢想家、與服務者 (doers of service)。每位看似渺小然卻都擁有一顆很大、很大的心——『一種站在他人立場，替他人設想惻隱的心』。也因為這份『關心』的心意，我們扶輪運動從保羅哈里斯開始至今，九十多年以來在世界各地拯救生命、解除饑荒、減輕病痛、親善和平，點點滴滴匯積成一股真誠、服務、愛心、和平的巨大力量。而這股力量所形成的扶輪巨流，不正如人類學家馬格麗特·米德 Margaret Mead 的想法

“一小群有思想,肯奉獻的人就可以改變世界。”

它不但改變了世界，並創造了世界，更把人類未來變得更加美好。這不都是我們歷任國際扶輪社長在扶輪運動史上的啟迪和領導所刻劃種種美好成功的刻痕。同時，也創造出無數傑出的思潮，例如：1995-96 國際扶輪布朗社長所體認出“象徵扶輪社友的手支持世界”的主題。也唯有靠社友那雙努力與犧牲的手——扶輪高貴的梦想才得以成真。而那雙扶輪社員的手象徵的不就是我們扶輪的『關心』。由此總總，再再使我更加確信前國際扶輪社長雷諾夫 Clem Renouf 所說的上述的話語。



然而，在此既將踏入 21 世紀、一個新的千禧年歷史重要時刻的前夕，我們自然會去想到未來。我們會去問問自己：扶輪要往何處去？我們扶輪組織是否已經作好的大任的萬全準備。我們應該往哪個方向走，才會使扶輪變得更強大，更有效？

扶輪 2000 年社長賴唯捨(Carlo Ravizza)於 1999 年阿那罕國際講習會就曾明確指出一“這些問題的答案在於過去，更在於現在。未來不會自己作主，未來是決定於我們今天所作的決定及行動。為了確保扶輪在 21 世紀的成功，讓我們**現在**就開始作**持恆、持守、持續**的行動及決策。”

各位身為我任期內的扶輪領導者，對我而言是非常特別的人。可是你們也將在扶輪歷史中扮演獨特的角色。你們將是從本世紀過渡到下一個世紀的扶輪領導者。你們將是新的千禧年的第一任扶輪領導者——可是不僅要做第一個，還要做最好的。你們必須是能夠發揮影響力的領袖，因為你們——2000 年領導者——將被委託以讓扶輪準備好迎接新世紀的大任。

我知道從 12 月 31 日到 1 月 1 日只不過是日期的轉變而已。可是全球各地的人在新的一年或新的十年的開始，都懷抱著改變的期待，面臨新世紀與新千禧年，我們的期待就更加殷切，在世界的每一個角落，人們期待 21 世紀的來臨以及它所帶來振奮人心的改變。帶著新的熱忱、新的信念、新的態度、新的目標，邁向一個光明未來

的改變。

今天的扶輪更是如此，扶輪運動正準備邁向也許是我們扶輪人的人生旅程最大的挑戰——向上攀爬至新的千禧年。在這個歷史性的一刻，我呼籲各位陪我成為改變的觸媒。我呼籲我們一起追求新的夢想，創造新的服務道路。我呼籲我們大家不要滿足於現狀，而是要質疑現狀。最重要的是，激勵我們周遭的扶輪社員共同培養具有前瞻性的眼光。

世界正在改變。人——尤其是年輕人——更加忙碌。他們不再會投入像以往我們那麼多時間與精力在民間與義工組織上。有些人甚至會宣稱說，像扶輪這樣的團體在現代社會中已經不合時宜了。可是我知道我們扶輪還有希望——那是因為扶輪還有像肯一直留在這個大會議室裡的你們。我們留在這裡是因為我們不但確信扶輪依然是切合時代的。而且我們非常關心扶輪服務全球所有受苦受難的人這份崇高的宗旨。這也是為什麼我們會接受這個領導我們扶輪邁向新千禧年的機會——我們共同開創屬於扶輪自己的“扶輪 2000 年”。就因為你和我、我們都很“關心”。所以我們已經接受這個領導扶輪 2000 年的挑戰，因而會參加此次會議並留到現在。我們也都知道我們的扶輪正在因應真正的需求。扶輪需要繼續與時並進，必須不斷地進步，不斷地吸引活躍的年輕人加入，來擴展我們的扶輪。才能讓全地球因為我們扶輪的茁壯與關懷心的擴散，而使得我們的世界變得越來越適合居住，讓這世界不再是個艱辛與無情的地方。

未來的一年對你、我、我們來說就是一個不平凡的機會。它正是我們發揮我們的影響力，將新生命帶進我們的扶輪社、我們的社區，去鼓勵我們周遭共同達到我們夢想不到的目標的大好機會。

這就是為何在未來的這一年，扶輪 2000 年社長賴唯捨要求各位在鼓勵與激勵之外，還要採取更多的實際行動，成為一個推動改變的領袖。各位身為將引導扶輪邁向新世紀的扶輪 2000 年領導人，此時此刻正是十分適合促進與推動改變的時機。這也許並不容易，可是我深信各位一定能勝任這個工作。

“扶輪 2000 年”——當我們共同面對如此不平凡的機會之際。我相信大家都會如同我一般自覺渺小。然而在這扶輪的大家庭裡，扶輪定會如同前國際扶輪社長雷諾夫 Clem Renouf 所說來帶領著我們，並會給予我們不平凡的機會，並會將我們的生命發揮到我們做夢也意想不到的境界。同時，雖然在扶輪裡我們或許會如同我一般覺得平凡、平實、平淡，然而今日我們在這裡，彼此共振與成長之際，都已感受到在 1910 年紐約扶輪社的丹尼爾·卡提 Daniel Caty 的想法：

*「在你的聰明智慧之中增添一點點心。」*

*(Mix a little heart with your many brains.)*

就因為我們都擁有一顆很大、很大的心——『一種站在他人立場，替他人設想惻隱的心』。這種扶輪關懷人類的那份『關心』。我們才能成為這股改變歷史巨大扶輪服務洪流的一份子。

同時，在此我必須呼籲超乎我們所能理解，我們地區的扶輪與社區在扶輪 2000 年是多麼需要仰賴我們去指引它們未來的一條明路。而且，既然扶輪給了我們領導“扶輪 2000 年”這麼偉大、不平凡、極其可貴的機會，身為追尋平凡、平實、平淡的扶輪圓桌武士們，我們何不藉著言論或行為不斷樹立典範，來發揮領導的功能。談論如何達到更高的服務目標、創造更偉大的計劃。同時，也要挽起我們的袖子，和社區每個人一起努力來親手服務。更願意挨家挨戶去宣傳募款活動，身先士卒以為表率的去支持我們的扶輪基金會。我相信當其他的扶輪社員看到我們願意將我們的心及我們的手投入服務工作時，他們便會全心全意地信賴我們，很自然地會追隨我們。

同時，身扶輪 2000 年的領導人們，堅持“持恆”與否也端視我們而定。我們是否對某個扶輪社缺乏活力與未能遵守規定的現象視而不見或是必須面對這些積弱扶輪社的問題，儘快的行動。

身為一個成功的扶輪領導人不但要具有如上“自我為楷模來領導的責任”(lead by example)外，同時也意味著我們在生活各個層面也都必須遵循扶輪的精神。如果我們能遵循正義與公平的道路來領導，那扶輪將會獲得“持守”。

1999-2000 年度是我們領導扶輪的一年。可是我們自己所能的成就固然重要，可是也必須確使接替我們再來的一個年度地區的成功要能夠超越我們的 1999-2000 年度。同時，我們必須繼續推動我們地區現行未完成的計劃。就像扶輪 2000 年社長賴唯捨所說的，扶輪要有光明的未來，“持續”是絕對必要的。

此外，我們每個人都要有獨特的方法來塑造我們的風格。我們每個人都可以將個人的熱情帶入我們的扶輪領導工作——一種能夠激勵他人會去擁抱你的目標的那種熱情。

同時，在扶輪裡我們要让不可能也變為可能(the impossible becomes possible)。扶輪裡個個都是實現「不可能的夢想」(impossible dream)的扶輪夢想家(Rotary's dreamer)而不是那種虛妄的空想家，而是務實有毅力的行動派。他們不擔心他們做不到的，而是專心投入一個能夠實現的目標，即使面對重重阻難也無所懼。

據我所知那些成就最多的扶輪社員，他們都有一個重要的共通點——他們都不怕改變。如果要說扶輪字典裡不該有的一句話，那就是——「可是我們向來都這麼做。」(But that's the way we've always done it.) 我們絕對不可以讓這句話成為錯失機會的藉口。

舉例來說，想想「地區領導計劃」。起初，這個計劃在世界各地區遭遇到一些反對聲浪。許多扶輪社員擔心它會削減地區總監的職權。有些人就只是因為與過去不同，因為不是「我們向來都這麼做」(the way we've always done it.)而心生排斥。可是現在全球大多數的地區都已經採行這個計劃來減輕地區總監的行政負擔，讓他們有更多時間扮演領導者的角色——而不只是管理者。

各位身為將領導扶輪邁向新紀元的扶輪 2000 年的領導人們，我們要求你們所做的是擴展現有的行動，並增添你個人的創意。

要記住，一個人也能發揮影響力。

而每當我心生懷疑時，我便記起這些話：

***I am only one,  
我只是一個人，  
But I am one.  
可是我是一個人，  
I cannot do everything,  
我無法做到每件事，  
But I can do something;  
可是我做得到某些事，  
What I ought to do, I will do because I can make a difference.  
應該做的，我就會去做，因為我能夠發揮我的影響力。***



各位正獲得一個「做點什麼」(to do something) 的大好機會。我們可以重建我們地區的活力，激勵我們的扶輪社達到更高境界的服務。我們可以鼓勵我們地區的扶輪社員**持恆**遵守扶輪規則與任務。我們也可以在我們的日常生活中實現扶輪理想，並增加扶輪在我們所在地的**持守**。我們也可以與繼任者建立共識，確使有價值的服務計劃得以**持續**。

我們都是向來就關心人類的扶輪社員。而從 7 月 1 日起，我們將成為關心人類的扶輪 2000 年的領導人。而扶輪 2000 年正是將那份關心化為正面改變的最好的機會。

所以，讓我們攜手一起去勇於開創屬於我們扶輪 2000 年自己的道路——一條可以召喚所有扶輪社員與我們同行邁向扶輪服務的另一個新世紀的寬闊大道。

最後我們 2000 年服務的領袖們(Leaders in Service 2000)，個個都是位平凡、平實、平淡的人，然而卻擁有扶輪 2000 年這個不平凡的機會。同時，我們會在這裡，也都是因為扶輪關心人類。因此，在此呼籲讓我們以「超我服務」作為指南，在我們攜手邁向未來之際，讓我們付出全心，使出全力！更要

***Let us have the love to share,  
讓我們擁有分享的愛，  
Let us have the vision to see what needs to be done,  
讓我們擁有看見該做的事的遠見，  
Let us have the wisdom to dream new dreams,  
讓我們擁有創造新夢想的智慧，  
Let us have the faith to believe,  
讓我們擁有相信的信念。***

也讓我們在扶輪 2000 年，擁有追求傑出領導之扶輪夢想的勇氣，並能夠**持恆、持守、持續**的行動。(Act with Consistency, Credibility, Continuity)

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*A Message from Governor 2000 Dens (Aug. 1999)*

## Leaders in Service 2000

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*PDG Dens W. L. Shao, D3520 (1999~2000)*

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***“I am here because Rotary takes ordinary people and gives them extraordinary opportunities to do more with their lives than they ever dreamed possible. I am here because Rotary cares about people.”*** said our RIPP. Clem Renouf at the 1977 International Assembly.

On my return flight from the 1999 International Assembly, I saw from the plane the endless magnificent mountains, boundless green forests and limitless oceans. I could not help thinking I am so tiny. Living in the world of so many countries, mountains, plains, rivers, oceans, I feel I am so tiny; living in so many people, I face the big and changing world, I also feel I am certainly very ordinary.

Having been within Rotary for over 15 years, within this Rotarians making family so long, I have already learned and accustomed to upholding the credibility in my family, business and community life and have tried hard to example myself in my Rotary life. Try to be an ordinary and honest person has remained firm in my endeavor and deeply planted in my heart.

30years ago, the famous actor Peter Ottolo starred the movie “Dreaming Knight” of Don Quixote, to Dream the Impossible Dream. In which the persistency in belief impacted me greatly. I was then moved to determine dedicating myself to Rotary just as 1985-86 RIPP. Edward F. Cadman said in his article ***“Never too old to dream or serve.”*** And the famous writer Miguel de Cervantes words of reflecting the beauty side of human being. Because of my persistency in belief and stubbornness, I became very frugal and contented with material and fame desires, and that in turn strengthened my determination to dedicatedly serving Rotary as an ordinary priest, and ordinary Buddhist, and an ordinary monk.

Though I am so tiny and worthless and a very common, a very practical, a very insipid person. I firmly believe I am not alone over these years; I am not alone because I live in a big Rotary family where we have 1.2 million pioneers, architects, dreamers and doers of service. Each one is tiny but with a big and an open heart

and always be considerate to others and cares. Because of consideration for others and care, Rotary founded by Paul H. Harris, has been serving people, alleviating hunger, diseases and promoting good will and peace for over 90 years and a little by little it has turned into a great Rotary force for integrity, service, love and peace. It just meets the thoughts of Anthropologist Margaret Mead that:

***The Contribution of a small Group of the Intelligent Makes a Difference to the World.***

It has not only changed the world but has also placed human beings in a condition. It reflects all the achievements Rotary has made under the themes and leadership of all RI past Presidents over the years. In the meantime, it also introduces the many great ideas for Rotary such as the theme : BE A FRIEND – symbolizing the Hands of Rotarians That Support the World by the 1995-96 RI PP. Herbert G. Brown. Rotary makes difference through the good hands of Rotarians to serve and contribute. The good hands of Rotarians symbolize Rotary care. It makes me more convinced of the aforesaid words by RI PP Clem Renouf.

On the eve of a new century and new millennium, our thoughts naturally turn to the future. We ask ourselves : Where is Rotary Going? Is our organization fully prepared? What direction should we take to make Rotary more stronger and more effective? For this RI President Carlo Ravizza said at the 1999 International Assembly held at Anaheim : the answers to these questions lie in the past and, even more so, in the present. The future is not an autonomous state, but one that we take today. To assure the success of Rotary in our new millennium, let us now act with consistency, credibility, continuity.

Being club leaders in our Rotary year, you are very special people to me. You are expected to play a unique role in Rotary history You are the first club presidents of our new millennium; you are not only the first but also the best because you are entrusted with preparing Rotary for the new century. You must lead to your best ability.

We all know that this is simple a change of date from the 31<sup>st</sup> of December to the 1<sup>st</sup> of January. Yet people everywhere imbue the start of a new-year or a new decade with expectations for change. In every part of the world, people are anticipating the 21<sup>st</sup> century and the exciting changes it may bring; changes for an exhilarating future with new enthusiasms, new beliefs, new attitudes and new goals. So is Rotary. We are preparing Rotary for the challenging journey of new millennium. At this historical moment, let me appeal to you all to join me in making us the catalyst in changes. I appeal to you to follow new dreams creating new

avenues of service. I appeal that we must not be complacent with what we are today; we must be attentive to our current state. Of the most importance is to encourage Rotarians around us to be forward looking.

The world is changing. People – especially young people – are busier now. They do not invest the same kind of time or energy in civic and volunteer organizations. Some even claim that groups like Rotary are no longer relevant in the world today. All of us in Rotary know, that Rotary hope because we care and continue serving the need and those in suffering to uphold the ideal of Rotary. We accept the leadership of Rotary 2000, preparing Rotary for the new millennium; we will work together to build Rotary 2000 of our own. Because we care, we accept the challenge of Rotary 2000; we stay in Rotary to address all these needs. Rotary must continue as time goes on, continuing to bring in young and energetic people for its expansion and keeping it stronger and stronger, serving more and more to make Rotary relevant and our community better place to live a place with love and at ease.

To you and me, this year is an extraordinary opportunity enabling us to serve to our maximum ability and to bring new life to Rotary and communities. It affords a rare opportunity to encouraging people to reach the unreached goals.

In this Rotary year, Rotary 2000 RI President Carlo asks you to take more actions in addition to encouraging and motivating club members to serve, to be real leaders for changes. Each of you is leader-preparing Rotary for the new millennium. This is the time to promote changes. It may not be easy. But I firmly believe you are capable to accomplish it.

Rotary 2000 – when we face this extraordinary opportunity for service, I believe all of you seem as tiny as I am. But Rotary is a big family, it will, like RIPP. Clem Renouf said, lead us and give us extraordinary opportunity, putting our life in serving to the unreached frontiers. At the same time, though in Rotary we are so common, so practical and so insipid, we serve together and grow together, we are experienced with what Rotarian, Daniel Caty, member of the Rotary club of New York said in 1910 :

***“Mix a Little Heart with your Many Brains.”***

As we have a very big heart, big enough to put ourselves in others, shoes and to be thoughtful of others, we are truly part of Rotary’s great team serving to change history.

Meanwhile, I must appeal to you to understand how much the Rotary clubs and

communities in our district rely on us to show them a bright road in Rotary 2000. Now that Rotary gives us leadership in Rotary 2000, such a great and extraordinary opportunity. We bring so common, so practical, and so insipid roundtable knights in Rotary, must provide the leadership by example both in word and in action so as to reach for new heights of service and active greater goals. In the meantime, we also must roll up our own sleeves and work alongside everyone else to get the job done. When raising funds, we must also be willing to go door-to-door, seeking contributions. Be the soldiers in the front line to fight to better our Rotary Foundation program. I believe when Rotarians see that we are willing to put our hearts and our hands into service, they will put their confidence in us and just follow us.

In the meantime, being Rotary leaders 2000, whether we uphold consistency lies in our decisions. It means whether we disregard those clubs which function very little and fail to abide by Rotary rules, or whether we take quick actions to strengthen these clubs to put them on the right track. That would decide our success in consistency.

Being a successful Rotary leader, one should not only have the sense of responsibility to lead by example, one should also follow the spirit of Rotary in all his life. If we lead on justice and fairness basis, Rotary would succeed in credibility.

1999-2000 is the Rotary year we lead. Though it is important that we should all make it a successful one, we also should ensure the success of our district beyond 1999-2000. We should complete the unfinished projects of our predecessors just as President Carlo said continuity is absolutely essential for Rotary to have a strong future.

Besides, each of us has a unique style in our leadership way and each brings a personal passion to our work as a Rotary leader, a passion that can inspire others to embrace your cause.

In Rotary, the impossible becomes possible. Rotary's dreamers who look at an "impossible dream" and make it happen are not starry-eyed visionaries.

Rather than worrying about what they might not be able to accomplish, they concentrate on a goal that can be made reality, even in the face of fierce opposition.

And those Rotarians who have accomplished the most share one other important characteristic: they are not afraid of change. If I could wipe out any single sentence from the Rotary vocabulary, it would be:” ***But that's the way***

***we've always done it.*** We should never let this be the excuse we give for missed opportunity.

For example, think about the District Leadership Plan. At first this plan came up against some opposition. Many Rotarians feared it would dilute the authority of the district governor. Others simply resisted it because it was different, because it wasn't the way we've always done it. " But now the plan has been adopted by half of the Rotary districts worldwide to ease the administrative burden on governors, giving them more time to be leaders rather than simply managers.

As leaders 2000 who will guide Rotary into a new era, I ask you to expand existing efforts and put your own stamp on them.

Remember that one person can make a difference.

Whenever I doubt that, I remember these words:

***I am only one,***

***But I am one.***

***I cannot do everything,***

***But I can do something;***

***What I ought to do, I will do***

***because I can make a difference.***



Each one of us is being given an extraordinary opportunity to do something. We can revitalize our district and inspire our club members to reach new heights of service. We can encourage the Rotarians in our clubs to remain consistent to Rotary's rules and mission. We can exemplify the Rotary ideals in our daily life and enhance the credibility of Rotary. We can build consensus with our successors to ensure continuity and the continuation of worthwhile service efforts.

We have always been Rotarians who care. On July 1 we became Rotary leaders 2000 who care. We have been given an extraordinary opportunity to channel that caring into positive change in 2000.

Now is our chance to plaze hands in hands a new path of our own a path that leads Rotarians into an exciting new century of Rotary service.

In conclusion, as being leaders 2000 who are very common, very practical and very insipid persons but are given an extraordinary opportunity, and as well who

care for human beings' welfare, let us, with Service Above Self as our guide, and let us march together into the future, employing heart and hands in full measure, and

**Let us have the love to share,**

**Let us have the vision to see what needs to be done,**

**Let us have the wisdom to dream new dreams.**

**Let us have the faith to believe, and**

Let us have the courage to follow our Rotary dream of outstanding leadership in Rotary 2000 as we **Act with Consistency, Credibility and Continuity.**



該次講習會，很榮幸邀請僑務委員會焦仁和委員長蒞會專題演講：“送愛到泰北”。焦委員長首先表示，要有“四海一家”的胸襟，而貴1999-2000年度總監Dens有鑒於位處於泰北清萊高地昔日袍澤後裔長期散居泰、緬之偏遠山區，海拔甚而有高度1600公尺以上者，其物資之缺乏，生活之艱苦，實非一般人所能想像。故主動與僑務委員會接洽，而本委員會則有感於邵總監之善心特同意共同完成“送愛到泰北-重建清萊回馬村計劃”。

## 千禧總監的話—九月

## 與思考等快的扶輪

——從 Dodo 鳥談起

國際扶輪第 3520 地區前總監邵偉靈(1999~2000)

## “Elks, Lions May Go Way of The Dodo”

「美國慈善·社交·愛國團體的厄爾克思會（簡寫為 **B. P. O. E.**），獅子會都可能走向嘟嘟巨鳥之路」醒目的標題讓人心頭不覺得一緊。

嘟嘟巨鳥——一種不能飛不能適應環境改變而已絕種的大鳥。據社會學家哈佛教授 **Robert Putnam** 研究報導指出，現代的人們寧願獨自坐在電視機前而不願參加團體活動。曾經是社會主流的晚餐會（Dinner Party）近二十年來就減少了百分之六十。至於打橋牌（Play Cards）的人口則更加嚴重，十五年來減少了百分之六十，預估至西元 2013 年將沒有人再玩橋牌了。

而源起於十九世紀末及二十世紀初人們聯繫彼此感情的社會及市民團體，從南北戰爭（the Civil War）之後由於都市化、移民、機械化，這種快速生活的改變使它們也在改變中。至二十一世紀初，城鄉間會再次隱隱約約呈現出分離感。人們不再是種參加許多社團的人、不再是種廣結人緣的人（Joiner）。他們寧願去做一個一天義工計劃（a volunteer project for a day），然後回家。更多的人寧願簽張支票捐款而不願做任何勞力服務工作。因此，長期的承諾不再適於現代這種快步調的生活方式（*Long-term commitments don't fit well in fast-paced lifestyles.*）。因此，在哈佛教授 **Robert Putnam** 研究指出依統計資料顯示美國慈善·社交·愛國團體的厄爾克思會（Benevolent and Protective Order of Elks 簡寫為 **B. P. O. E.**）在 1996 雖仍擁有一百三十萬會員，但依它會員最高峰數字來看，十五年來已衰微了百分之二十一。1985 至 1995，十年間，獅子會（Lions Club）也流失了百分之十四的會員。1979 至 1996，十七年間，Shriners 衰微了百分之三十二、青商會（Jaycees）則衰微了百分之四十四。同樣的紅十字會（Red Cross）的義工、童子軍（Boy Scouts）及勞工聯盟（Labor Union）的會員也大量的流失。**Robert Putnam** 教授認為網際網路（Internet）在這種教堂、運動俱樂部、以及其他服務組織衰微的過程中扮演了一部分影響的角色，而這種衰微是在比爾蓋滋 **Bill Gates** 從小學畢業之前就已開始了。他認為關於組織的再造（Reinvent）以便在一個新社會中重新工作。這對城鄉間來說實在是一種真正的挑戰。而在這種挑戰中網際網路（Internet）它所扮演的角色可以說是個製造問題的這部分，也可以說是個解決問題的那部份。

而我們的扶輪有史以來在 1997-98 年度第一次社員人數減少。我們就應該有所

警惕，及早檢視這個問題，認真試著去扭轉頹勢。以免扶輪社會如同“Dodo”巨鳥般，於新的一個世紀會瀕臨於絕種。我們部份的社員流失當然可歸因於社會的改變，可是有些原因也在於我們自己犯下了許多的錯誤。例如：基層扶輪社與伊文斯敦世界總部的領導階層之間在想法上的歧異——基層扶輪社對扶輪規則與計劃每年變更的現象普遍表示不滿。同時，多年來——太多年來——我們的基本規則一直受到相當多數扶輪社員的漠視——造成基層扶輪社員與領導階層的鴻溝日益加深。這種漠視規則的結果，便是降低我們組織的可信度。一個沒有可信度的組織自然很難吸引肯投入的新社員。

今天全球大約有 29,000 個扶輪社，其中 9,248 個扶輪社的社員人數不到 25 個，另外 2,430 個扶輪社少於 14 個，甚至有 400 個扶輪社的社員人數不到 9 個。這些扶輪社要如何運作？它們如何設立各個委員會？它們如何在它們社區代表國際扶輪呢？而這些扶輪社平均只要努力去吸收 5 位新社員，那我們就能增加約 45,000 名新社員，不就解決了社員人數減少的問題。

因此，我們在迎接下個千禧年的此時，就先要強化我們的扶輪——從鞏固我們的內部關係開始。我們必須開辦一些訓練計劃來教育扶輪社員，讓他們了解扶輪，提出有用的想法，並知道如何正確的透過立法會議來改變我們的扶輪。這是一種從基層往上推動的變革，而不再是過去從上而下的方式。透過溝通與合法的改變來讓基層的扶輪社員與扶輪領導階層走在同一個軌道，以確定所有的人步調都能一致，而朝向共同的服務目標與世界了解去邁進。因此，目前我們迫切需要的就是——

## 教育、教育、再教育

有人說八十年代的主題是“品質” (Quality)，九十年代的主題是“企業的再造” (Re-engineering)，而我們既將踏入的千禧年——2000 年代則是以數位資訊流動的概念，藉著使用一種數位神經系統 (Using a Digital Nervous System) 來快速並正確連結的一種“速度” (Speed) 的時代。

**扶輪的使命在於服務。**

**Rotary's mission is service.**

94 年來扶輪社員們擁抱此一基本目標並追求其理想。雖然整個世界及扶輪組織已經改變很多，而我們奉獻於人道服務及世界了解的發展則更加堅強。但面臨此種“速度”新的一個世紀時，我們的使命——“服務”的“持恆” (Consistency) 在今天“速度”的世界則迫切需要注入新的方法和觀念 (new approach & ideas)。也就是說，為了保持扶輪理想在 21 世紀的持恆，我們不僅要承諾貫徹創社原則，更要具有改革及成長的意願及能力。因此，扶輪 2000 年我們除了社員的教育之外，更應該倡導“數位流程”這種數位資訊流動的概念來把扶輪以數位連結在一起，創造出一種屬於扶輪全新的空間——“扶輪網路工作型態” (Rotary Web Workstyle) 與 “扶輪網路生活型態” (Rotary Web Lifestyle)。也就是堅持扶輪通訊要經由電子郵件，大家一起研究彼此線上的資料並找出模式來分享社友。倡導社友使用個人電腦來增廣扶輪資訊，

提升服務品質。儘量利用數位工具、創造跨社、地區的虛擬團隊，即時利用彼此的觀念來分享知識。由於彼此更進一步的利用數位系統來讓每人、每社及地區都能掌握最佳、最適當的狀況，並加以運用。這種把紙上作業轉換成數位流程，去除行政瓶頸，讓社友有更多時間做更多的服務。將使用數位工具促使單純的服務工作變得更具有附加價值的服務工作。我們更要創造**數位回饋迴路(Feedback Loop)**——讓我們國際扶輪第 3520 地區、扶輪社、扶輪社社員快速而持續地能對變動做出調整，來不斷地改善我們服務計劃與服務品質。此外，我們也要多使用數位系統，把社區、甚至全世界各地人們的需求或對扶輪的感覺，即時傳送給能夠改善我們服務觀念、計劃與品質的社友們。如此，這種大量使用數位通訊，重新界定我們扶輪服務的能力與範疇，並根據各社區的情況，來調整各扶輪社、地區服務使其變大、變得更有實力，而與社區更接近。如此才能以資訊換取時間，以數位的交換縮短計劃周期的時間，而把我們所有系統計劃的服務的流程轉換成**即時服務“Just-in-time”**。來讓我們將「替社區來工作」(work “for” the community)的舊觀念演進成「與我們的社區“一起”工作」(work “with” the community)，一種尋找出社區他們真正需要的新觀念。

我們相信扶輪 2000 年想要扶輪不斷的**持續(Continuity)**下去，以擺脫哈佛教授 **Robert Putnam** 所說的那種蹣跚步向瀕臨於絕種的動物社團( animal clubs )的魔咒。扶輪就要大力倡導數位時代的連結性(Connectivity)的重要性，也就是種

與思考等快的扶輪

Rotary @

The Speed of Thought



如此，才能達成扶輪 2000 年 RI 社長所再三強調：

扶輪 2000 年是

- 一種前瞻的精神
- 一種服務及聯誼的精神
- 一種國際了解的精神
- 一種寬容及團結的精神

Rotary 2000 is

- a forward-looking spirit,
- a spirit of service and fellowship,
- a spirit of international understanding,
- a spirit of tolerance and solidarity.

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*A Message from Governor 2000 Dens (Sep. 1999)*

## *Rotary @ The Speed of Thought*

*PDG Dens W. L. Shao, D3520 (1999~2000)*

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***“Elks, Lions May Go Way of The Dodo” that is a quite alarming subject.***

Dodo is big bird already exterminated from earth as it could not fly and could not adapt themselves to changing conditions. According to the studies by Professor Robert Putnam, people nowadays prefer sitting before TV sets to joining community organization activities. Once a principal association, Dinner Party had dropped 61% in membership over the past 20 years. Even worse is the Play Cards club, it has declined 60% in membership over the past 15 years, and it could end no one member in 2013.

Social clubs and civic organizations which were started in the 19<sup>th</sup> and 20<sup>th</sup> centuries to have successfully got people together, have been changing at fast pace due to urbanization, migration and mechanization. It is anticipated that urban and rural would further separate gradually. People would no longer join many clubs and organizations; they would rather make a donation check than join the hand on service clubs. Therefore, long term commitments do not fit well in fast paced lifestyles. According to Robert Putnam the BPOE, an American charitable, social and patriotic organization, has declined 21% in membership over the past 15 years, compared with its peak membership of 1.3 million. In the 10 years, 1985-1995, Lion clubs has dropped 14% in membership; Shriners has declined 32% in membership in years 1979-1995, Jaycees dropped 44%, Red Cross lost a large number of membership, and so did Boy Scouts and Labor Union. Robert Putnam pointed out that the Internet played an important role in the membership loss of these organizations along with churches and sport clubs. The decline was begun at the time before Bill Gates's graduation from primary school. He thinks there should be reinvent of these organizations to serve anew in the community. However, it poses a real challenge to both urban and rural; and the Internet, which plays important role in that challenge remains the problem maker and also problem solver.

Talking about our Rotary's membership decline in 1997-98, we really should be alarmed at this and should examine the problem and try to reverse it in order that

we would not be exterminated in the new century like Dodo. Our membership loss might surely be attributed to changes with society. But we must admit that the reason lies also in many of our own mistakes. For example, the disparity in the way of thinking that exists between the clubs at the grass-roots level and the senior leadership at our headquarters in Evanston, and with the general satisfaction with Rotary's rules and the yearly changing of programs. For years our basic rules have been disregarded by a large portion of our membership—creating a growing gap between grass roots Rotarians and our top leadership. By continually disregarding our rules, we have lowered the credibility of our structure. An organization with low credibility will naturally have trouble attracting committed new members.

Today we have roughly 29,000 clubs worldwide. 9,248 have less than 25 members, 2,430 clubs have less than 14 members, and 400 clubs less than 9 members. How can these clubs operate how can they have all their committees, how can they represent RI in their communities? By inducting an average of 5 members in these clubs, we would solve our membership drop with some 45,000 new Rotarians.

For this reason, when preparing for the coming millennium, we should first of all strengthen internally. We should start a training program to educate Rotarians. Make them know how to propose enactments or resolutions appropriately. How to change Rotary through the democratic Council on Legislation process. To push forward with the changes by move up, rather than coming from the top down. We should put grass-roots Rotarians and the Rotary leadership on the same track, making sure that all of us are moving in step toward shared goals of service and world understanding. Therefore, we should right now conduct:

### **TRAINING, TRAINING, AND TRAINING**

Someone said our theme in the 1980s was "**QUALITY**" and that in the 1990s is "**Re-engineering**". While we are entering the new Millennium, the theme for 2000 should be "**the Concept of Digital Information Flow**," using digital nervous system to meet with quickly and correctly and era of "**SPEED**".

### **Rotary's Mission is Service.**

For 94 years Rotarians have been serving to advance the ideal of service. Though the entire world and Rotary organization have changed a lot, yet our commitments remain firm. Facing the speed of new century, our mission-consistency in service-should be reinforced with new approach and ideas. In other words, to enhance consistency in Rotary in the 21<sup>st</sup> century, we should not only commit ourselves to our fundamental purposes of Rotary, we should also

have the willingness and ability to change while growing. In addition to training Rotarians, we should promote the concept of digital workflow to correctly and quickly unite Rotary clubs with digital system – **Rotary Web Work style** and **Rotary Web Lifestyle**. To maintain consistency, all our Rotary communications should be through E-Mail, working together on it and find the models to share information one another. Encourage Rotarian individual to use computers to spread Rotary information to serve well. To maximize using digital tools for inter clubs and district level virtual teamwork, make available timely use of mutual ideas to share Rotary information. By furthering digital system within the teams, each and every club and the district may get hold of proper conditions and transform paper work into digital formulas to cut Rotary administrative bottlenecks in order that Rotarians could have much more time to serve. The digital tools make our service simpler and provide additional value to our work. We should also create **digital feedback loop**, enabling the clubs and Rotarians in District 3520 to adapt themselves to changes so as to improve our service and update our service quality continually. Besides, we also should use digital system to relay new service ideas to those Rotarians in the district and the world who need them to improve their service in Rotary. In this way, with maximum use of the digital system, can we remeasure our ability and expand our frontiers, and based on that, to enable clubs and the district to continue growing in size and service and to be more close to our communities. Clubs thus can gain much more time by cutting the service time cycle thorough quick communications, and serve **just in time** with changed and new ideas with the community instead of for the community.

That also will serve as a new idea to find out the real needs of the community.

I believe if Rotary should go on and go on in the year 2000 and avoid becoming one of the animal clubs as predicted by Robert Putnma. Rotary should make all efforts to promote and catch up with the connectivity of digital time, which is of utmost importance as it is

### ***Rotary @ The Speed of Thought***

In this way, can we make Rotary 2000, as emphasized by RI President Carlo Ravizza

***A Froward-Looking Spirit,***

***A Spirit of Service and Fellowship,***

***A Spirit of International Understanding,***

***A Spirit of Tolerance and Solidarity.***

## 千禧總監的話—十月

## 蒼天啊！

震驚！悲慘！沉痛！悲憫！

國際扶輪第 3520 地區前總監邵偉靈(1999~2000)

大地震，一場誰也無法預知，無法阻擋的世紀末超級災難，卻在昨天來臨了。看看那些排列在路邊的死者，看看那些曾凝聚著天倫之樂的溫馨小窩卻瞬間成為廢墟，看看曾是觀光小鎮的集集風光竟成人間煉獄。上千人死亡，四、五千人受傷，目前的搜救工作仍在進行，災情還不斷地在擴大中，死傷之慘重已遠遠超過歷次的自然災害。這種百年以來最嚴重的地震，竟在你、我，我們的週遭發生了。這些黎民百姓，這些溫柔敦厚的面容，難道不是你、我的手足兄弟姊妹？此時、此刻我們真應該捫心自問：我們應該如何為他們做些什麼才對。而昨日下午三點的地區諮詢委員會議中，前總監們即表達出他們深沉的悲憫與關懷。因此，在此呼籲我們 3520 地區各社應立即採取關懷的行動。懇請各社即刻發起緊急災害募款，於三星期內(10月12日前)收齊並造冊，繳交地區總監辦事處。地區在各社款項名冊彙總後，將以國際扶輪第 3520 地區的名義捐贈給**最需要的地方政府**（由於台北市長已宣佈本市賑災經費已足），以作賑災之用。

此外，各社與各分區當前的第一要務就是「**救死扶傷**」。如何儘速協助災區全面搜救就是我們當前最需要去努力的方向，我們必須儘速的、全面的、有組織的展開，始能將災區的死傷人數降到最低。

就我所知東區社的 PP Surgeon 早已投入救死扶傷的行列。圓山社的余秘書亦已自各地招集了一批透過無線電傳呼而來的義工們，並已組隊分派至各災區從事搶救的工作。仰德社的社友們也奮不顧身已自南投災區傳回當地最迫切需要的物資與訊息。汐止社的 PP C.Y. 亦提供兩貨櫃的貨車協助該社運送礦泉水至南投災區。西南社亦將捐贈大量的切割片給災區作切割鋼筋之用。中山、首都、陽光社三社社友明天亦將送大批嬰兒奶粉給台中縣及南投縣災區。扶輪社社友們等等義舉再再顯示出我們扶輪人的悲天憫人的胸懷。

同時，各社如何**協助各災區醫護人員的緊急集中**，共同投入救死扶傷工作亦為必要之舉。請各社社友配合協助各災區需要，與災區相近之醫院建立互助協力醫療網，並將藥品、設備、醫護人員送抵現場，以便最快速的搶救。

至於，如何儘速協助**各災區現場善後與死者的安置**，以避免災疫的發生，則是我們另一該關心的重大課題。因此，棺木的捐贈等義舉也有待我們去發動。

如何協助**防制地震餘波的一些緊急處理措施**也是需要各社社友去加以注意。目前各地災情顯示尚有許多房屋龜裂傾斜，結構體已非常危險。我們台北市就已證實有

23 座危樓。此勢必造成民眾無家可歸，有家歸不得的困境。且由於餘震未息，未來一個月內猶可能因地震而造成更大傷亡。如何協助各災區政府盡全力安排疏散的空間也是我們扶輪社友該努力與盡一份心力的方向。

同時，**未來的善後工作**不只是我們扶輪社友現在應該要考量的問題，更是我們以後長期需要面對的問題。例如，此次災變所造成的孤兒、寡母、殘疾者在未來定會成為我們社會重大的問題。因此，我們要採取的措施就不僅物質的、金錢的救濟，還要考慮到災後鰥寡孤獨廢疾者的去處。如孤兒要交由誰來撫養或領養？失去親人的老人將何處安養天年？如何協助殘疾者的社會救濟與工作？山地偏遠地區的災後重建要如何進行？等等，都需要我們持恆、持守、持續的關懷，才能讓災後的受害家庭，在悲痛中看見未來一絲生存的曙光。

此次百年來最大地震對台灣所造成的災害，無論就規模、死傷人數及災情之慘重，幾乎僅次於戰爭，世界各地的救援組織已相繼派員來台協助，政府亦已全力動員搶救，民間救援組織亦自動自發投入，扶輪友人日本的 2790 地區總監北原敬市、印尼的地區總監 Mark 等亦來電深表關懷與協助之意。因而我們如何協助政府，把民間與國際組織的有限資源作完善的分配與有效動員，以期在最短時間內挽救每一個可能生還的生命，這是當務之急。

我們期望我們身為扶輪的一分子，本著人溺己溺的精神、一份善念與專業能力的力量，能在這危急悲慘的時刻，出錢出力，為挽救這世紀末的最大災難，為重建災後的台灣，盡我們所能發揮的每一分力量！

### 你拱我我拱你，因為你是我兄弟

再次表達出我們扶輪「生命共同體」

地區總監 Dens 88/09/23

幾十年來，我們台灣的成長一直都著重於物質層面的追尋，然而在精神層面這方面的建構卻一直相當的薄弱與忽視。由於這種人文漸漸空洞化的結果，使得人與人之間的關懷與連結，顯得是如此的脆弱；語言與肢體暴力的氣氛，卻充斥瀰漫了整個社會。雖是如此，然而在一場突如其來百年大浩劫的災變中，台灣人民經歷了這次恐怖的夢魘，卻也激起了久久深藏於我們人性中最珍貴的關懷與愛。看大夥兒不管自己的親人有沒有受難，人人各各有錢的出錢，有力的出力。更有不少人前往災區擔任義工，毫無計較，傾力的付出。

至於在此次災難中，我們扶輪社友總總發自內心深沉的悲憫與關懷的表現，不但讓我感動，更讓我深深感受到他們又再次發揮了我們扶輪的愛心。我相信此次悲憫與關懷的表現，不但在社會留下我們的足跡，更重要的是再次表達出我們大家一種扶輪「生命共同體」的意識。而這種意識不也就是我們扶輪彼此關懷、心手相連下，不管遭逢多大的劫難，度過一切的試煉的決心。

看到社友種種感人的服務，我在此只能說感謝、感謝、再感謝！

### 共看明月應垂淚，一夜鄉心五處同

地區總監 Dens 88/09/25

經過這場突如其來百年大浩劫的災變與恐怖的夢魘，中秋節的月光或許還是一樣皎潔，但身為扶輪一份子的我們，此刻的內心一定會感嘆到「一樣的月光，不一樣的中秋」。在此思緒澎湃之際，我們更應該細理下我們被攪亂的思緒。在痛陳政爭造成社會內耗與種種社會亂象之餘，真該藉此災變去認真思索與反省下**生命真正的價值**。並以感恩的心情去珍愛我們目前所擁有，同時更需要以一種謙卑的態度去珍視我們的幸運。我想身為扶輪一份子的我們，此時此刻最應該率先去思索如何回饋社會之道，讓重建我們的社會與心靈的呼聲與意志再度響起。現在就讓我們許下一個彼此關懷、心手相連下，不管遭逢多大的劫難，度過一切的試煉的決心。

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*A Message from Governor 2000 Dens (Oct. 1999)**ALMIGHTY GOD**Please be with us at this time of Trembles, Sadness, Pain & Lament**PDG Dens W. L. Shao, D3520 (1999~2000)*

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**NOTICE OF DISASTER RELIEF**

Just, as we know, nobody can foretell, a strongest earthquake hit Taiwan yesterday. From radios and TVs we hear and see bodies lain on streets, homes become rubbles, scenic towns become hells. Over 1000 are dead, 5000 injured and countless make homeless. Rescue works are underway and casualties are multiplying. It is the most terrifying earthquake ever happened in Taiwan in the century and is far damaging than the previous natural disasters. Unfortunately, it happened in our neighborhood and victims are all our brothers and sisters. We should right now think how we can help them. At 3:00 p.m. yesterday, I consulted all Past District Governors in our district on it. As a result, I am now appealing to all clubs in the district to take prompt fundraising actions to that relief, and collect and send the money to my office in weeks; I will rush the total to help the victims in the hardest hit areas in name of all clubs in District 3520. However, we will not help the victims in Taipei City as Mayor Ma has advised us that the City Government has adequate money for that purpose.

In addition, the most urgent work we should do now is to help the survivors; all clubs and Rotary groups are to focus on helping search for the trapped and injured in the hardest hit areas in whatever possible and effective way in order to cut the casualties to minimum.

I have already received reports that many clubs and individual Rotarians have immediately took part in the relief work, such as PP. Surgeon of RC Taipei East who involved himself in emergency medical care in the hardest hit areas; Executive Secretary Yu of RC Taipei Yuanshan who joined in the HAM communication assistances and helped organizing several relief groups through HAM net work; members of RC Taipei Yangte who went to Nantou City where they conveyed to Taipei the messages of what helps are most needed there; PP. CY of Shihchih of RC Shihchi who assigned 2 containers of his company to ship most needed drinking water to the areas; RC Taipei Southwest donated many power operated cutters; RCs Taipei Chungshan, Taipei Capital and Taipei Sun Light donated a large quantity of infant milk powder to the hardest hit areas in Nantou County and Taichung County. Rotarians truly demonstrate their concern and love in this disaster.

In the meantime, how all clubs in the district to bring together medical persons for this urgent relief, to save the dying and treat the injured is another important issue. I would ask all members in medical service in the district to cooperate closely one another to meet the needs and to work with the medical service groups in the hardest hit areas, providing effective helps and bringing most heeded medical supplies, equipment and persons there as quickly as possible.

Also important issue is the victims comfort, rehabilitation and disease prevention. We should consider donating coffins and other goods for the need.

We should also warn the hardest hit areas of possible aftershocks. Most buildings in the areas have become cracked and are in danger. In Taipei alone there are 23 such buildings which made many people dare not go back to reside. We should also consider how to help them find shelters. In the coming one-month there could be more casualties because of possible aftershocks. How to help central government and local governments to arrange places to disperse and house them need our prompt actions. I am sure we should be able to find out ways in this respect.

Now is also the time we should think about the long-term rehabilitation plan for the victims. For examples, children who lost parents as well as those injured or crippled would pose as our social problems soon. Therefore, our relief would not be donating money and goods only; we should consider where parentless children and the crippled go later. To prepare for helping the adoption of parentless children and the rehabilitation of the crippled are also our work with priority, on which we really should act with

### CONSISTENCY CREDIBILITY CONTINUITY

Through our Rotary efforts, we can see the light in our sad community.

The casualties and damages our communities suffer from this strongest and terrifying earthquake are only next to that we could have in war in terms of magnitude and casualties. Many countries have sent relief groups to help and our government also has mobilized all its efforts to this. All service organizations and business and professional associations have joined in that effort voluntarily and devotedly. Governor Keiichi Kitahara of District 2790 in Japan kindly sent his cable of sympathies and offered help. Governor Mark Wong of District 3400 in Indonesia also cabled his deepest concern over our sufferings. Therefore, we should help make good use and most appropriate allocation of our local resources and international helps to this relief in order to help our community to recuperate again in the possible earliest time.

Being Rotarians we should, based on our **Service Above Self** and with our professional expertise, give everything we could to join in this disaster relief to help our community and our nation to recuperate from it.

千禧總監的話—十一月

扶輪 2000 年

巨幅變革的發起人

使扶輪更強大的變革

國際扶輪第 3520 地區前總監邵偉靈(1999~2000)

***“It is disconcerting to find that most of the things we do today were put in place during the first year of Rotary’s existence.”***

**「一想到我們今天所作所為大部分在扶輪成立的第一年已經就序，實在令人憂心忡忡。」**

扶輪基金會保管委員會副主委，RI 前社長比爾·韓德立 Bill Huntley 於 1999 年阿拿罕國際講習會上所說的一句發人深省的話。

如果從芝加哥開車到伊文斯敦，你會穿越 Rogers 公園。當初（1900 年）保羅·哈理斯就是在那裡想到要籌組一個結合企業朋友的社團。而 5 年後，此一構想演變成扶輪。但是在 1905 年，當扶輪的構想首度誕生於世時，那時候的世界和今天的世界迥然不同。扶輪起源於後維多利亞時代初期（the immediate post-Victorian era）。生於 1868 年的保羅·哈理斯本人是屬於維多利亞時代。那時候到處都充滿工業發展的蓬勃生機（industrial vigor）、移民風潮（immigration）、以及維多利亞時代的價值觀（Victorian values）。每個人都各守本分，而我們所謂平等的時代（the egalitarian age）那時還尚未萌芽。



然而世事變化神速。保羅·哈理斯成長的世界，以及扶輪早期歲月，隨著法蘭德斯煙硝而飛灰湮滅。昔日有條不紊、階級分明的生活已埋沒在 1914-18 年的戰壕泥濘之中。正在萌芽階段的扶輪，必須一邊面對著混亂的世局，一邊試著尋找自己的角色以及扶輪存在的目的。戰後，扶輪社員們努力重建個己的生活，並擴展扶輪組織，卻萬萬沒想到 20 年後歷史竟然重演。儘管如此，經濟蕭條的 20 年代及 30 年代正是扶輪成長的年代。可是，那時扶輪的組織仍舊是缺乏彈性，絲毫都沒有改變。

經過第二次世界大戰更使社會大為改觀。隨著戰後嬰兒潮的報到、共產主義及種族分離主義（Communism and Apartheid）的瓦解、以及電子革命（the electronic revolution）的來臨，變化加劇。時至多變的今日，然而當我們回首環顧我們的組織時，我們會發現儘管我們扶輪有一流的計劃，影響力早已遍及全世界。然而扶輪的架構和語言仍舊依附在 19 世紀雅多利亞時代的老根。例如：就連我們組織基本的各種辦法我們都無法用當代經理人所能懂的語彙來對他們加以說明。我們要怎麼說出一個所以然來？甚至如何說明？我們發現我們不得不告訴那些新社員，扶輪是用昨日世界的制度在營運。然而我們都知道昨日那個世界和今日這個世界的差異。就像萊特兄弟的第一架飛機之於 747 巨無霸噴射客機一樣巨大的差異。身為跨世紀領導人的我們，我們能再繼續手忙腳亂地去企圖將 21 世紀的文化和語言硬裝在 19 世紀的舊瓶子嗎？這就是為什麼許多扶輪社員會如同 RI 前社長比爾·韓德立 Bill Huntley 為國際扶輪的未來感到那麼憂心。現在就讓我們自己問問我們自己——

**我們真的對扶輪所走的方向有信心嗎？**

**我們對於扶輪龐雜的程序規則感到愉快嗎？**

**我們是否獲致所期望的目標；扶輪的成就和成長是否達到巔峰？**

**下一個世紀的扶輪應該有怎樣的形態和風格？**

然而，我們並不需要太悲觀。因為，在過去數年，國際扶輪的行政管理程序也正在努力地進行檢討。世界總部展開有史以來最全面性的策略規劃行動。扶輪正在檢討一切，從電腦功能，到扶輪在新聞媒體的曝光率。同時，扶輪基金會保管委員會也努力在許多的方面進行改革。並已使基金會變得更容易為人了解，更平易近人，申請程序也更加簡化、以及他的**儲備基金的新政策**（the new policy on Reserve Funds）等等的改變，這些不都是現代化思想下的產物？

當然，扶輪的改變並不只是因國際扶輪的行政管理程序的檢討與改變。或基金會變得更平易近人，申請程序變得更加簡化。或者我們的網站上已有一個特殊空間可供扶輪義工交換關於如何吸收義工以及保留義工的各種意見就足夠的了。我們更應為扶輪運動去挑戰過去以及現在的種種程序，並創造管理扶輪成為一個簡單而現代化的組織而努力，這不也是我們作為扶輪領導人的責任？

因此，扶輪多麼需要從我們自己來“變革”起。首先，從各社召開扶輪社領導階層會議，共同討論未來 3 到 5 年社的策略目標。找尋問題，提出問題，解決問題。例如：

- **基層扶輪社（the clubs at the grass-roots level）與伊文斯敦世界總部的領導階層之間在想法上的歧異？**
- **如何使社友對扶輪規則與計劃每年變更的現象減少不滿？**

- **我們的規則本身哪裡不合時宜？**
- **哪些規則不適合在所有文化中推行？**

並邀請地區總監所指派地區領導階層的人與貴社討論“立法會議”(the Council on Legislation)。並教育社員去了解立法會議及如何在規劃與凝聚國際扶輪的未來方面去提出扶輪社共同的意見。同時，藉此強調我們唯有透過我們立法會議的民主程序才能改變這些規則。在彼此討論與協調中，讓社友們去了解到身為籌備 2001 年立法會議的我們，將有進入千禧年第一次也是最特別的一次機會來推動扶輪的“變革”。在此，我特別要強調的是這種“變革”是種藉由尊重過去 (to respect our past) 的方法來規劃未來，也就是說我們不必在 7 月 1 日又去困擾社友再去重新塑造一個新的扶輪 (to reinvent Rotary)。相反地，我們須以過往為基礎，來強化我們的未來。如何為扶輪的大我，去犧牲小我。也就是如何從「我」轉變為「我們」，從「自我」轉變到「團隊合作」(moving from “I” to “We”, from our “ego” to “teamwork”)。最後，經過如此相互切磋，我們的立法會議代表在立法會議上定能真正地代表我們以一種使命感與眾人的期盼的心情，而不再是如同以往過於墨守成規的態度，前去對我們這個雜亂無章的組織結構去針對問題進行增刪，以及修補的工作，好為下一個世紀的來臨做好準備。

同時，經由訂定每個人都能夠施行與尊重的規則——一種更具彈性，可以適應各國不同文化的規則——我們只有這麼做，才能建立一個真正提倡“持恆”(Consistency)的組織，也只有這麼做，我們才能吸引並留住更多新的社員。

以上所談的就是如何在“扶輪 2000 年”我們由下而上重建扶輪的力量 (We must rebuild Rotary's strength from the bottom up.)。但是這種改變我們的規則與組織其實要較改變存在我們社員根深蒂固的若干態度來得容易。因此，我們應從我們內心的“變革”另一種由下而上重建扶輪力量的方法。那就是在我們的行動與態度中共同檢討如何去建立更多紀律，如何努力在我們的企業與職業中訂定道德行為 (ethical behavior) 的標準，我們在行事舉止間重視道德正義。好讓我們培養持續服務所必需的謙卑與慷慨。讓我們成為更“持守”的扶輪社員，來表彰扶輪默默耕耘的義工與捐獻者 (the “silent” volunteers and benefactors of Rotary)——那些不求聞達，服務扶輪與社區的人。並且讓我們和我們的扶輪社分享這些原則，也只有我們是位能夠實行崇高的倫理與道德標準 (practice high ethical principles and moral values) 扶輪的領袖——這種高品質的社員才能促進高品質的計劃，只有高品質的計劃才能吸引高品質的新社員 (Only quality members can promote quality projects, only quality projects can attract new quality members.)。讓我們一起努力在下世紀讓扶輪擁有 100% 履行服務——高品質的社員而努力。因為，也只有完全擁戴扶輪的理想，才能在社區與全世界建立扶輪真正的“持守”(credibility)。

***“If Rotary is to realize its proper destiny, it must be evolutionary at all times, revolutionary on occasions.”***

「如果扶輪要實現它的使命，就必須在時時求進步之外，偶爾更要大肆變革一番。」

我們充滿智慧的創始人保羅·哈理斯曾於 1930 年 6 月 24 日，在芝加哥年會中所說過的話。那不過是在扶輪創始後 25 年就說過這些話，但在我們邁向新世紀的今天，尤顯得此話的意義非凡。同時，他也認為「這是一個變動的世界；我們必須隨着變動。扶輪的事蹟應該一再重寫。」

***“This is a changing world; we must be prepared to change with it. The story of Rotary will have to be rewritten again and again.”***

所以，改變向來是扶輪固有的本質 (Change has always been an inherent quality of Rotary.)。同時，我們組織在創立於近 100 年前。從那時候至今，社會在許多方面已經歷經無數變革。人類的需要也已經有巨大改變。所以我們也必須改變。並且我們只許成功絕不能失敗，否則扶輪的未來堪慮。因此，我親愛的 **2000 年服務的領袖們 (Leaders in Service 2000)**，你、我，我們全部都有改變的責任。我們應同心協力，共同創造一個**更有彈性，更切合時宜的扶輪** (a more flexible and contemporary Rotary)。為使扶輪能更強大的變革，現在就讓我們共同一起來擔任位一

## 推動巨幅變革的發起人

### ***The Authors of Revolutionary Changes***



*A Message from Governor 2000 Dens (Nov. 1999)*

**ROTARY 2000**

The Authors of Revolutionary Changes

**Changes for a Stronger Rotary**

**PDG Dens W. L. Shao, D3520 (1999~2000)**

***“It is disconcerting to find that most of the things we do today were put in place during the first year of Rotary’s existence.”***

RI PP Bill Huntley, Vice Chairman of The Rotary Foundation Trustees, at the 1999 International Assembly gave the above remarks which should be very thoughts provoking to all of us.

If you travel from Chicago to Evanston, you will pass through Rogers Park. It was there in 1900 that Paul Harris first conceived the idea of a Club for bringing together business friends. Five years later, this idea had developed into Rotary. But in 1905, when the Rotary idea burst upon the world, it was a very different world from today. Rotary began in the immediate post-Victorian era. Paul Harris himself was a Victorian, born in 1868. At that time everywhere was on the move with industrial vigor, immigration and Victorian values. Everyone knew his place and the egalitarian age had not yet begun.

How quickly all that changed. The world in which Paul Harris was raised, and in which Rotary had its beginning, disappeared in the flames of Flankers. Its ordered and hierarchical way of life sank in the mud of the trenches in 1914-18. There, in its early days, just when it was trying to discover its own identity and purpose, Rotary was faced with world chaos. After the war, as the Rotarians struggled to rebuild their own lives, and expand their organization, they little realized that it would happen again 20 years later. Somehow, the difficult economic times of the twenties and thirties become the growth times for Rotary. Even so, Rotary’s organization remained inflexible and unaltered.

The Second World War brought further profound changes to society. These changes intensified through the post-war boon, the fall of Communism and Apartheid, and into the electronic revolution. And so on to the present day, where in spite of our wonderful programs and world reaching projects, the broad structure and language of Rotary still clings to its 19<sup>th</sup> century Victorian roots. For examples,

sometimes we cannot explain Rotary's various organizational structures in languages understandable to current managers. We cannot tell what Rotary is all about. Even we do not know how to explain it. We find ourselves having to tell our new members that Rotary operates with a system made for the world of yesterday. A world as different from the world of today as the Wright Brothers' first aircraft is from a 747 Jumbo Jet. How can we, as the millennium leaders, continue desperately trying to fit 21<sup>st</sup> century culture and language into a 19<sup>th</sup> century box? This is why many Rotary leaders, like RI PP. Bill Huntely so worried about the future of Rotary. Let us now ask our selves –

Are we truly confident about the direction in which Rotary is going?

Are we happy with our procedures and rules?

Have we achieved our goals as we expected? Has Rotary reached its peak of achievement and growth?

What will be the shape and style of Rotary in the next century?

However, we should not be too much worried about it. There are signs that the administrative procedures of Rotary International itself have been examined in the past several years. The Rotary headquarters in Evanston has instituted the first comprehensive strategic planning effort ever to be undertaken. Rotary is examining everything from its computer capabilities to its coverage by the news media. The Rotary Foundation also have taken actions to improve in its many respective areas including those efforts such as making the Foundation easily known and its services easily accessible to all and, of the most importance, making its grant applications simpler and the new policy, on reserve Funds completed. Are these not the examples of modern thinking?

Of course, Rotary changes are not aimed just in Rotary International's administrative procedure planning, or for The Rotary Foundation's more understandable and more user-friendly, the Foundation grants easily applicable, or make place available on our Web site for Rotary volunteers to share ideas regarding recruiting and membership retention. We also should challenge Rotary's past and current procedures in efforts toward creating a most simple and modern organization. Are these not the responsibilities of Rotary leaders?

For this reason, we can see how desperately Rotary needs us to be revolutionary. Initially, we should call meeting of club leadership level to **discuss club's strategies and goals for coming 3 to 5 years**. Find problems and find solutions such as:

- What are the different thinking and different ideas existing between the clubs at the grass - roots and RI headquarters in Evanston?
- How to cut Rotarians' dissatisfactions with the Rotary rules and its annual program changes?
- Which parts of our Rotary rules are unfitting to modern thinking?
- Which parts of our Rotary rules do to apply to all cultures?

Also, clubs should invite those Rotary leaders, appointed by district governor to talk about the Council on Legislation at club meetings. Educate members to understand how COL is planned, conducted and how it functions and bring up ideas on Rotary International's future. Meantime, we should make it clearly known that Rotary can change only through our democratic Council on Legislation process. At the meeting, let members know that the Council on Legislation in 2001 is the only chance and only time we can push revolutions in Rotary when we enter the new millennium. Here, I like to specially emphasize that these revolutions be planned with thoughts of **respecting our past**. We thus do not have to bother our members to reinvent Rotary on July 1. On the contrary, we must base on past achievements to strengthen within our selves. It means submerging our own egos for the good of Rotary, **moving from "I" to "we" from our "ego" to "teamwork"**. Finally, through joint efforts, we would have our club representative truly represented at the council on legislation, performing his job honestly as expected of all clubs in the district, with new ideas to get rid of these unfitting rules and procedures, replacing them with reasonable and effective ones for us to prepare for the coming new century.

Meantime, we should work out new rules we all can abide by, and make it flexible and adaptable to all different cultures. Only by so doing, can we build an organization of real Consistency and can Rotary attract new and effective members.

All the above are for us **to rebuilt Rotary's strength from the bottom up** in Rotary 2000. But these changes to our rules and organizational structure may be less difficult than changing some of the attitudes that have become ingrained in our membership. Therefore, our revolutions on mind should be to build Rotary strength from grass – roots level up to top level. That is to examine how we can establish more disciplines in our attitudes; and how we establish ethical behavior standard in our business and professional life; and how we encourage and foster morale and justice in our behavior. To encourage and foster modesty, generosity,

and willingness to serve continually for Rotary’s credibility. To recognize the “silent” volunteers and benefactors of Rotary who seek no fame but serve Rotary and community. Let us share these with our clubs that only we practice high ethical principles and moral values, we can be Rotary leaders and quality members. **Only quality members can promote quality projects. Only quality projects can attract new quality members.** Let us work together to achieve Rotary with 100% quality members in the new century. Only we advance object of Rotary to its full extent, we can win more credibility in our community and in the world.

***“ If Rotary is to realize its proper destiny, it must be evolutionary at all times, revolutionary on occasions.”***

Our Rotary Founder Paul Harris, while attending the International Convention at Chicago on June 24 1930, made these remarks, which he had gave 25 years ago as below:

“ This is a changing world; we must be prepared to change with it. The story of Rotary will have to be rewritten again and again.”

These remarks are to us of utmost significance today when we are moving toward a new century.

***Change has always been an inherent of Rotary.*** Therefore, our organization was formed in 1905, near 100 years ago. Since then our community has undergone many changes; our people have changed a lot so Rotary must has. For Rotary’s future, we must change for better and to be more successfully. My dear fellow Rotary leaders in service 2000: You, I and We are responsible for the changes; we should be united in mind and action to build a more flexible and contemporary Rotary and in order to achieve that, let us be

### ***The Authors of Revolutionary Changes.***



## 千禧總監的話—十二月

### 扶輪 2000 年願景

# 扶輪的未來就在我們每一位的手中

國際扶輪第 3520 地區前總監邵偉靈(1999~2000)

從 1977 年以來扶輪世界就一直流傳著一個“一群年輕人想要羞辱村中一位智者 (Wise man)”的故事——這故事是說這群年輕人在見到智者時想要羞辱他，於是其中一位年輕人故意問：「智者，我手中有一隻漂亮的小鳥。牠是活的還是死的？」智者馬上曉得，如果他說是活的，年輕人就會把牠捏死；如果他說是死的，年輕人就會張開手，讓小鳥飛走。智者兩眼直視著那位年輕人說道：「問題的答案，以及你未來一生所有重要問題的答案，其實很簡單，那就在你的手中。」



我們都知道扶輪過去的成就是多麼的輝煌，作為一種行善於世界的運動，國際扶輪目前的盛名可說達到前所未有的高峰。扶輪成就的價值及偉大現在受到最高的評價。世界各國的領袖都認為我們扶輪是個重要而且信譽卓著的非政府組織 (NGO)。根除小兒麻痺等疾病計劃的奇蹟 (the miracle of PolioPlus) 已經確定使我們扶輪在人道服務 (humanitarian achievements) 的歷史上佔有一席之地。同時，保羅·哈里斯 (Paul Harris)，我們的創辦人；阿奇·柯藍夫 (Arch Klumph)，扶基金會之父 (the progenitor of The Rotary Foundation)；賀伯·泰樂 (Herbert Taylor)，四大考驗制定人 (the formulator of The 4-Way Test)；克林·雷諾夫 (Clem Renouf)，3-H 計劃提倡人 (the introducer of the 3-H Program) 等扶輪願景先知們 (visionary prophets) 的那些成就也照耀了我們扶輪服務的道路。雖然這些優秀的家世背景帶給我們許多好處，但是我們必須記得，這些榮耀是屬於在我們之前服務的前輩的，而我們不能只靠過去的榮耀而過活。未來正在向我們招手，而我們這一群引進新世紀的服務夥伴們，我們將領導扶輪運動邁向一個新而燦爛的未來。因為，我們了解如同前面故事般——

扶輪的未來就在我們每一位的手中。

**Rotary's future is in our own hand, all of us.**

至於如何扮演好一位掌握扶輪的未來 2000 年服務的領袖？我想面對這嶄新的世紀，首先不但要擁有新的思維，並且要有新的選擇。此外，我們每個人都要有獨特的方法來塑造我們的風格。例如：一種有強烈的使命感，以及未來的遠見，能夠讓追隨者信服、認同的**魅力型 (Charisma)** 領導者。或是一種在明確目標下，能夠激發工作團隊達成要求的**激勵動機型 (Inspirational Motivation)** 領導者。或是一種他能夠引導追隨者檢視價值觀，尋求更具創造性的方式，不斷地吸收智識，達到更好的境界的**智識刺激型 (Intellectual Stimulation)** 領導者。或是一種對於每一個體與事物，會有個別的對待方式。以立足點的平等，提供更廣大的學習空間的**關心個體型 (Individualized Consideration)** 領導者。

其實在 2000 年扶輪“變革”的時機，不管我們是以哪一種風格來領導。我們每個人都可以將個人的熱忱帶入我們的扶輪領導工作——一種能夠激勵他人會去擁抱你的目標的那種熱忱。也許我們最大的挑戰就是如何使扶輪社員們也感染到我們的熱忱？我們必須讓扶輪社員們感受到他們是我們所推動的計劃的主人。作為新扶輪義工的領導人，扶輪期望我們所發掘解決問題的方法與所採取的行動時，要緊記——

「除非扶輪對所有人都有好處，否則扶輪對誰都沒好處。」

**“Rotary will not be good for any of us unless it is good for all.”**

因此，我們目前當務之急的工作就是必須儘速傳遞我們的熱忱。向**意興闌珊的扶輪社員們 (reluctant Rotarians)** 展現那種從事扶輪服務的喜悅 (the joy of Rotary service)。想想看。如果我們能把百分之七十的社員變成全心全力投入的扶輪社員，扶輪運動就會成為空前絕後最強大的運動。

同時，在 2000 年扶輪“變革”的時機。更要關心**扶輪運動的定位 (Positioning Consideration)**——2000 年扶輪會往哪裡？作為一位有遠見的領導者，除引導扶輪走到更明確的未來外。更要有那種讓不可能變為可能 (the impossible becomes possible) 的決心。因為，扶輪裡個個都是那種實現「不可能的夢想」的扶輪夢想家 (Rotary's dreamer) 也是務實有毅力的行動派而不是那種虛妄的空想家。所以，我們要比社友更不怕**改變**，更要專心投入一個能夠實現的目標，即使面對重重阻難也無所懼。

**扶輪也要能融合新與舊。**馬達加斯 (Madagascar) 在辦理**全國免疫日 (the National Immunization Day)** 時，那些住在馬達加斯加偏遠地區的人們雖然沒有電力或電池，但是在英國 Battersea 扶輪社的支援之下，以一種上發條的收音機，它不靠電力或電池而來廣播了根除小兒麻痺等疾病計劃的消息。而讓我們扶輪義工能在歷史悠久的小樹叢裡去接種疫苗。新舊就這樣而結合在一起。至於我們年度服務原則之一的**持久永續 (Continuity)**，就是藉由**尊重過去 (to respect our past)** 的方法來規劃未來。也就是說我們不必在 7 月 1 日又再去重新塑造一個新的扶輪 (to reinvent Rotary) 去困擾社友們。相反地，我們須以過往為基礎，來強化我們的未來。這種持續是需要幾分謙

虛和慷慨。不也是另一種融合扶輪的新與舊。

**身為扶輪領導者更要重視原則 ( Principle Focus ) 與溝通**——本身要有身為扶輪人的榮譽感，並重視價值溝通 ( Value Communication )，以激發社友的榮譽心，然後尊重專業，充分授權，讓各主委能夠既專業又有所成為。同時，要訂定許多計劃，並且編織許多夢想。進一步必須和社內每一位扶輪社員分享這些計劃和夢想。千萬不要忘記我們是和其他義工同仁一起服務。我們要信任他們，並與他們分享我們所提出的想法和價值觀。我們的夢想必須成為他們的夢想 ( Your dreams must become their dreams. )。我們的計劃必須成為他們的計劃 ( Your plans must become their plans. )。這表示他們從我們那裡接受的目標和價值觀必會是他們所能接受和欣賞的。因為這是種我們實現領導和希望最好的方法。這個方法可以使我們的所有社員發現扶輪社員真是大社會的一份子。

2000 年扶輪每個組織更需要領導人的**激勵**。因為，處在扶輪 2000 年我們不應以今日的扶輪自滿，我們必須尋找願景，把我們投射到未來，那時的扶輪將迥異於 20 世紀的扶輪。未來的扶輪將會增加服務，因為我們將使行政管理更受明天年輕人的歡迎和擁抱。未來的扶輪將在每一個社區都看得到。而我們是扶輪領導隊伍的中堅。所以要問問我們自己：「我們的**信念是什麼**，我們當仁不讓地出來領導扶輪的**信心和勇氣來自何處**？」

邱吉爾 ( Winston Churchill ) 曾說：「**除非有很大一部份的人類能團結起來，捍衛文明、自由、及和平，否則文明將不會持續，自由將無法存在，和平將不能保持。**」 ( Civilization will not last, freedom will not survive, peace will not be kept, unless a very large majority of mankind unite together to defend them. ) 這句話也可以套用在扶輪。因為這正是我所看見的扶輪未來的目的。因此，我告訴各位，我們都渴望的新社會及更美好的社會，將不會自動出現；必須要有愈來愈多肯奉獻、思想開明的人團結在一起，來提高標準，並且致力於使所有人獲得希望 ( hope )、尊嚴 ( dignity )、以及內心的和平 ( peace of mind )。

**要了解社區民衆的需求 ( People-Oriented )**，唯有真誠的關心而了解社區民眾真正的需求是什麼時，才能制定出社區民眾真正需求的服務計劃，而來真正的與社區民眾服務在一起。並因為扶輪社員他們堅持崇高的道德標準，是社區的好雇主、輔導者、以及陷入困境者的顧問。扶輪和扶輪社員們能帶給各個社區穩定。因此，扶輪社員們是社區的一股安定的力量。

扶輪社員同仁們，扶輪在新的世紀必須忠於自己，當社會上的問題層出不窮；當經濟及社會鬥爭四處蔓迅；當其他社團和組織日漸沒落；**扶輪必會繼續扮演正直和道德的儲藏室**。我們的「**做一個正正當當的公民**」 ( Civic Righteousness ) 運動的成果將是社區安定。**我們現在是什麼，並不重要；重要的是，我們能成為什麼 ( What we are now, is nothing, compared to what we are capable of becoming. )**。我們所需要的是和**扶輪先知一樣的願景和熱忱**。這就是為什麼我真的相信我們可以抬頭挺

胸，滿懷壯志，使命確定，毫無疑惑地展望下一個世紀。現在我們發現，能改變這個世界的不只是我們所做的事，雖然我們所做的事可以顯響世界各角落的男男女女，對世界最重要的是我們所代表的那些東西。因此，好好把握今天，善用你們的黃金機會，將扶輪帶入嶄新的明天。今天，我們只是開始祝各位旅途愉快。今天，我們站在命運的邊緣，未來的命運僅受限於我們自己的願景。

所以甭管小人怎麼喊叫	<b>So mind not what the cynics cry,</b>
也甭聽信高談闊論	<b>Pay little heed to wisdom proud,</b>
只要繼續把扶輪的旗子高高舉起	<b>Still hold the Rotary banner high,</b>
而且信奉真理，不要人云亦云	<b>And serve the truth and not the crowd.</b>
依舊讓全人類都看到	<b>Still keep for all mankind to see,</b>
扶輪的服務精神	<b>The spirit that is Rotary.</b>

除了世界總部的行動之外，我們需要在立法會議大刀闊斧一番。我們應該儘速扔掉種種不合時宜的規則，把扶輪的規則現代化。現在就要做！這樣的事有可能發生嗎？建議必要的立法案這件工作是否超越了理事會、各扶輪社、各地區的瞭解能力？其次，立法會議代表有遠見和勇氣通過必要的制定案（enactment）嗎？

記住！在 2001 年立法會議，你們將是我們的希望所寄。為什麼？因為，身為扶輪 2000 年的我們，我們必須對於代表（the delegates）的遴選提出建議。只有經驗豐富的代表才能將口號屏除在立法案之外。別忘了**有時候立法會議是扶輪最可怕的敵人。（There are some times the Council is Rotary's worst enemy.）**

最後，身為一個成功的扶輪領導人不但要具有如上“自我為楷模來領導的責任”（lead by example）外，同時也意味著我們在生活各個層面也都必須遵循扶輪的精神。如果我們能遵循正義與公平的道路來領導，那扶輪將不但會獲得“持守”。並且我們尊重前人的計劃，並與繼任者同心協力去以過往為基礎，而去強化我們的未來。這種以我們個人在態度與心理上做很重大的改變——一種要求我們自己從內心去了扶輪任何職務並不是一個位高權重的職位。它只不過是讓一位扶輪社員擁有一個服務我們偉大組織的所有社員的一種大好機會而已。也就是說要我們為扶輪的大我，犧牲小我。要我們不斷努力從「我」（I）轉變為「我們」（We），從「自我」（Ego）轉變到「團隊合作」（Team Work）。如此，我們才能真正如同前面智者對年輕人所說：「問題的答案，以及你未來一生所有重要問題的答案，其實很簡單，那就在你的手中。」而此刻的“你”所代表的就已是“我們”，“我們”更進一步代表的就是扶輪。至此，當然——

**扶輪的未來就在我們每一位的手中**

**Rotary's future is in our own hand, all of us.**

*A Message from Governor 2000 Dens (Dec. 1999)*

## Rotary's Future is in Our Own Hand, All of Us

*PDG Dens W. L. Shao, D3520 (1999~2000)*

*Since 1977 there has been a story of a group of young people who tried to humiliate the wise man of the village. They went to the wise man and one said, "Wise man, I have in my hand a beautiful bird. Is it alive or dead?" The wise man knew instantly that if he said the bird was alive, the young man would squeeze it, and it would be dead, but if he said, "Dead," the youth would let it fly away. The wise man looked directly at the young person and said, "The answer to your question, and to all the important questions that will come into your own life, is simple. It's in your own hands.*



We all know that, as a movement to do well in the world, the proud name of Rotary International has never been higher. The worth and greatness of our achievements are now acknowledged at the highest level. The world's leaders recognize our credibility as a major NGO. The miracle of PolioPlus has assured our place in the history of humanitarian achievements. Meantime, Paul Harris, the founder of Rotary, Arch Klumph, the progenitor of The Rotary Foundation, Herbert Taylor, the formulator of The 4-Way-Test, Clem Renouf, the introducer of the 3-H Program, who are the visionary prophets. Of course the achievements of the past are glorious, they light up the path of Rotary service. Though they have left us many good things, we cannot live on past glories. The future beckons and we, the service partners that ushers in the new century are to lead our movement to its new and bright destiny. It is because, as the aforementioned story, we know

***Rotary's future is in our own hand, all of us.***

As for how to play the leading roles of Rotary in 2000? I would say that facing the new century; we must not only have new ideas but also new options. For examples: ***the leadership of charisma***, who has strong sense of responsibility and farseeing ability. Or ***the leadership of inspirational motivation***, who can

inspire team efforts to achieve a specific goal, or ***the leadership of intellectual stimulation***, who can lead in value examination and in pursuit of creativity and in seek for advanced knowledge and better conditions. Or ***the leadership of individualized consideration*** who have individual ways to handle things on equal basis and can provide expanded rooms for others to learn.

In fact, at the time of ***Rotary's evolutionary 2000***, no matter whatever our leading styles are, we must put our individual ***enthusiasm*** into the work we lead – a kind of enthusiasm which can attract others to embrace your goals. May be our greatest challenge is can we make our fellow Rotarians have the same enthusiasm we have? We must inspire them to feel that we are the masters who push for Rotary goals Being new leaders of Rotary volunteers, Rotary expects, when we find problems and when we take actions to solve them we must remember:

**“Rotary will not be good for any of us unless it is good for all”**

For this reason, what stands most urgent before us is that we must convey our enthusiasm to ***reluctant Rotarians*** and show them the joy of Rotary service. Image if we can transform the 70% reluctant Rotarians into wholly committed Rotarians, Rotary would be in an unprecedented position.

Meantime, in ***Rotary's evolutionary 2000***, we should have more concern about Rotary's positioning consideration – Where Rotary will go in 2000? Being forward looking Rotarian we should not only lead Rotary into the bright future, but also have conviction to ***make the impossible become possible***. Because each Rotarian is a Rotary dreamer rather than ***no action talking only club member***. We should not dare to ***change***. When a goal is set, we should try our best to achieve despite any difficulties and obstacles.

***Rotary also must combine the old and the new.*** When the national immunization day was conducted in Madagascar, there were no electricity or battery in that remote area. The Rotary Club of Battersea Park in England donated the wind-up clockwork radio which were used to broadcast the Polio immunization day news, calling people to bring children to the health stations in forests for inoculation. The old and the new coming together. For the ***“continuity”*** efforts, we should respect our past when planning for our future. We do not have ***to reinvent Rotary*** on July. Rather, we should build on what has gone before to strengthen our future. The “continuity” needs some modesty and generosity. But it is also a way to combine the old and the new.

***Being Rotarians we must involve ourselves in Principle Focus and Communications.*** With Rotarians sense of honor and better communication we spark the honor of our fellow members first, and then delegate our jobs and responsibilities to

committee chairpersons. Meantime, we should work our many plans and create many dreams. We should share these plans and dreams with our club members, and never forget that we serve together with we other volunteers. We also should respect the opinions of club members; of most need is to make **our dreams become their dreams, and make our plans become their plans**. This reflects that the goals and values they received from us are accepted and appreciated by our club members. It is the best way to lead in realizing object of Rotary. On the other hand, Rotarians will find through this way we are the main components to assure our community safety.

In Rotary 2000 each of our organizations needs to be **inspired** by leaders. In that year we should not be complacent with what we have achieved. We should look for visions, vision for our future in which Rotary would be different from it is in the 20<sup>th</sup> century. Rotary in future will give more services as the way Rotary is administered would be more welcome and appealing to the youth. In future Rotary would be seen in each community with us being the nuclear of Rotary leadership. We should ask our selves: **“what we believe in? Where our faith and courage to lead Rotary come from?”**

Winston Churchill once said:” **Civilization will not last, freedom will not survive, peace will not be kept, unless a very large majority of mankind unite together to defend them!**” This applies to Rotary too as I see from these remarks the objectives of Rotary in future. I would tell you that the ideal community which I expect to be will not appear unless there are more and more contributions mankind give, unless all the intelligent and open mind people are united to keep enhancing the ethics and morale and devoted to maintain hope, dignity and peace of mind in the community.

To know what the people in the community need should be through **people oriented**. Only when we concern about, and we are well aware of the need of the people in our community to meet the needs. Because Rotarians uphold high ethical standard in business and professions, they are good employers, good counselors and good advisers to help solve problems in their respective communities. Rotary brings stability to community; therefore, Rotarians are resources to keep community stable.

My dear fellow Rotarians ! In the new century, Rotary should be honest to its object. When problems arise one after another in community, when economy crises spread everywhere, when other service organizations are in twilight, **Rotary should be the warehouse of integrity and morale**; it should enhance **civic righteousness** to keep our community safe and prosperous. **What we are now is nothing, compared to what we are capable of becoming**. What we need is the vision and enthusiasm of Rotary prophets. This is what I truly believe: we should come forward in defense of the good with full confidence and sense of responsibility and with little doubt to look forward to coming

new century. We find, to make changes in the world should not be done by Rotary alone. Truly, what we do have impact on the people in every corner of the world. Rotary represents the things important to the world. We should take advantage of today, make good use of the rare opportunity to prepare Rotary for the future. Our journey starts today and I wish you a nice trip. **Today we stand on the edge of Rotary destiny, and the future destiny lies in our own visions.**

**So mind not what the cynics cry,**

**Pay little heed to wisdom proud,**

**Still hold the Rotary banner high,**

**And serve the truth and not the crowd,**

**Still keep for all mankind to see,**

**The spirit that is Rotary**

Besides the action of RI headquarters, we need a bold stroke at the Council on Legislation. We need a strategy that will see the urgency for cutting out the deadwood, and bringing Rotary's rules into the modern world. Now! Is this like to happen? Is the task of proposing the necessary legislation beyond the grasp of the Board of Directors, the clubs and the district? And next, would the delegates of the Council have the foresight and courage to pass the necessary enactments?

Remember! At the Council in 2001, you will be the ones we look to. Why? As being Rotarians in 2000, we have to advise on the choice of delegates. Only experienced delegates can sort out the slogans from the legislation. **There are some times the Council is Rotary's worst enemy.**

Lastly, Being successful Rotary leaders, we should not only **lead by example**, but also live our life in spirit of Rotary. If we can lead with justice and fairness, Rotary will not achieve consistency only. As we respect the programs of our predecessors and work with our successors as a team we strengthen our future. It requires a great and change in meaningful. Our role is not a position of power. It is the greatest opportunity. It also means submerging our own egos for the good of Rotary, moving from **"I"** to **"we"**, from our **"ego"** to **"teamwork."**

Thus we are just what the fore mentioned wise man said to the young person that "the answer to your question, and to all the important questions that will come into your own life, is simple, it's in your own hands." Truly,

**Rotary's future is in our own hand, all of us.**

## 千禧總監的話—一月

# 一份真誠的禮物—為全世界人類服務

在人類歷史上這麼有意義的 2000 年

—新的千禧年開始的時刻

國際扶輪第 3520 地區前總監邵偉靈(1999~2000)

有人說：「最容易的贈與是忠告，最便宜的贈與是金錢，最大、最有意義的贈與則是我們自己。」

我們並不是去貶責人們的慷慨；其實社會上無數有益的事情不正因為人們的慷慨才得以順利推行。然而，我們的扶輪社社員個個都是忙碌，而有才幹，熱心的人士。在加入扶輪前常因事務的緊壓，電話的忙碌，約會的頻繁，使得簽張支票比答應“親手服務”要來得容易。然而，當我們在成為扶輪社社員同時，我們便與社員們彼此間就有了個約定。我們共同許下了個諾言，一種對“服務”與“和平”的承諾，那種源自於社員個人內心的特質—扶輪創始者保羅、哈理斯所說的“赤子之心”以及扶輪社所獨具的**團體聯誼 (a special community of fellowship)** 所產生的結果。因此，身為扶輪社社員的我們應不同於一般人，對社會應要多份關懷與責任，對人生要多份瞭解與體認。因而，我們扶輪所要給人最大的贈與不是忠告，不是金錢而是我們自己。同時，**要瞭解到我們個人在從事扶輪服務工作時，雖然花費了許多時間，但這種花費是一種有久遠價值的贈與。**因此，對於扶輪社社員來說，在我們個人的事業上，我們委員會的工作中，我們所服務的範圍內，或家庭裡，所能依持的不就是我們自己對扶輪的那份“承諾”與“親手服務” (*Hands on service*) 的執著和參與的決心。

1998 年 9 月 24 日接獲當時為 RI 社長當選人的 Carlo Ravizza 特別針對阿拿罕國際講習會 (DGN 一定要受訓的會議) 上學員們互換贈品的習慣來函。他希望我們此次相聚不要再互贈禮物。如果覺得有必要送一份有意義的禮物給他們夫妻，最好是以我們大家共同的名義在我們自己 (或其他) 地區或國際扶輪基金會內做一個“人道的扶輪服務計劃” (*A Humanitarian Rotary Service Project*)。因此，期盼我們在阿拿罕相會時，請我們送他們的是我們的扶輪名片以及服務計劃與解說，而不是花錢購買來的禮物。函中並強調這種**真誠的禮物 (a thoughtful gift)** 對“施”與“受”雙方都是最好的祝福，並讓他們得到真正的快樂與歡愉。

1999-2000 年 RI 社長 Calo Ravizza 這份對扶輪奉獻的瞭解與執著，相當地感動著我。也讓我深思在這屬於我們服務的年度裡，為什麼不也效法 RI 社長把我們沒必要的花費改在對全人類有意義的方面？因此，我再三呼籲各社在我公式訪問時，不要致贈我與隨行人員任何禮物。若一定要送一份有意義的禮物給我們，就請在訪問那天大家以承諾與解說如何來共同完成我們年度地區服務計劃與目標就足夠了。而那將是我們得到最好、最有價值、真誠的禮物。同時，我認為身為一位總監更應遵循扶輪的精

神以“自我為楷模來領導的責任”(lead by example)才會是一位成功的扶輪領導人。是故整年度全地區只提出一項送愛到泰北——重建清萊回馬村計劃 (Rotary 2000 : Concern For North Thailand People—Low Cost Shelter Plan)。因為我以為人生活在有情有味的世界裏，實在是天賦的幸福。何不妨將這份幸福與他人分享，更何扶輪的國際服務不就是教我們要有所謂“四海一家”的胸懷—關懷世界任何角落需要關懷的人們。更何況有一群我們昔日袍澤後裔非他們所願的長期散居於泰、緬之偏遠山區。其間無橫向及主要對外交通公路，環境之惡劣、物資之缺乏、生活之艱苦，實非一般人所能想像。大自然中，種子一掉落在地上，就自然會生根、會發芽，它的生命就得以延續；然而，對於世代生活在泰北，過著清苦生活的難民而言，來自我們地區全體社員用愛心，為他們播下的不只是顆會發芽、會成長的種子，而是為他們種下可以脫離貧苦生活的，看得見「希望」與「未來」的種子。

雨季、乾季，一年二季的變化，對於世代居住在泰北回馬村的羅阿禿及所有的村民而言，並沒有什麼不同，但是我相信由於我們地區全體社員的這份愛心，今年的雨季對於所有回馬村的居民而言，卻是大不相同，全村的居民都在望天祈求，期待今年的雨季趕快結束，因為只要過完雨季，我們扶輪社員將為他們在泥濘不堪的土地上，蓋起堅固的水泥的房子，在往後的日子中，就可以告別居住在潮濕陰暗的茅草房，沒有水、沒有電困苦的生活。而這在社長當選人研習會上經由全體社長當選人通過的送愛到泰北——重建清萊回馬村計劃，不就是 RI 社長 Calo Ravizza 所鼓勵的“人道的扶輪服務計劃”，同時也是他們夫妻認為最好、最有價值、真誠的禮物。而這種真誠的禮物 (a thoughtful gift) 對“施”與“受”雙方都是最好的祝福，並讓他們得到真正的快樂與歡愉。



「你之有今天是上蒼所賜與，你所做的應是對上蒼虔誠的奉獻。」

提筆至此，愛默生的這句話正道出我此刻的心意與澎湃的思潮。能有機會持續地參加扶輪十五年，並有幸能在 2000 年—新的千禧年有如此服務的機會。那完全是上蒼疼惜賜與我一個淡薄的心，幸福的家庭，以及讓內人會全力的扶持與平穩事業的支撐，方得如此。現在我所想做的也就是去對上蒼虔誠感恩的奉獻—奉獻我全部的自己而已。對於扶輪奉獻全部的我，怎麼還會再去在乎那種會消滅各社向全人類服務任何一點力量的禮物？真的！在此我誠摯地呼籲並邀請各位，在人類歷史上這麼有意義的 2000 年—新的千禧年開始的時刻，就讓我們共同一起來匡正一些不當想法與行為，並把不適宜的花費改用在更有意義的方面。共同去種下那顆看得見「希望」與「未來」的種子，同時進一步的來彼此砥勵，在這屬於我們服務的年度裡共同對扶輪做最大、最有意義的贈與，也就是藉著我們的“親手服務”為扶輪來奉獻我們自己。那將是年度裡送給扶輪與我們自己一份最真誠的禮物——為全世界人類來服務。

**A Thoughtful Gift –Serving humanity around the world!**

*A Message from Governor 2000 Dens (Jan. 2000)*

**A Thoughtful Gift– Serving Humanity Around the World**

*In the Most Meaningful Year 2000 of Human History*

*The Beginning of New Millennium*

**PDG Dens W. L. Shao, D3520 (1999~2000)**

***Someone says: the easiest giving is advice, the cheapest giving is money, the most significant and most meaningful giving is us by ourselves.***

We do not mean looking down at those who are generous. In fact, many social well beings are made possible by people's generosity. We Rotarians are busy business and professional leaders; we are able and enthusiastic. Before joining Rotary, we were at all times occupied by meetings, appointments and phone calls. It was easier to make out a check than giving hands on service. After becoming Rotarians, we have an agreement among members; we commit ourselves to service and peace, which originates from our inner characteristics and which Rotary's founder Paul Harris calls single minded devotion and Rotary's special community of fellowship. Therefore being Rotarians, we are different from others; we should have more concerns and more responsibilities and should have more understanding of our life. The most significant giving we give is not advice, nor money; it is us by ourselves. We spend a lot of time in service, it is worth our giving. For Rotarians what we serve in our business, our committees, assignments, and families are driven by our commitments and hands on service determination.

In the letter written to me by the then RI President-Elect Carlo Ravizza regarding the 1999 International Assembly, he asked us not to bring gifts to him and not to exchange gifts with Rotarians at the assembly. Instead, he asked us to use the money for humanitarian serviced projects in our respective districts or The Rotary Foundation. He said in the letter if you feel that a significant gift is necessary, then I respectfully suggest that it be made in our name to a humanitarian Rotary service project in your (or another) district or to The Rotary Foundation of RI. When we meet in Anaheim, please give me your Rotary business card with a notation on it explaining the gift and the project. Such a thoughtful gift will bless both the giver and the eventual receiver, well as thoroughly delight us.

The understanding and persistent attitude of RI President Carlo Ravizza toward Rotary move me greatly and also drive my determination to follow his advise that we should cut in our unnecessary expenses and save the money for worthwhile

undertakings benefiting the people in need. For this reason, when making my official visit, I appealed to clubs not to present gifts to my accompanying group and me. If they have had the money, use it in worthwhile district projects. That's most thoughtful gift. At the same time, being a district governor I should lead by example. With this in mind I initiated only 1 international service project that is Rotary 2000: concern for north Thailand people – low cost shelter project in my Rotary year. While we are living in a life full of love and compassion we should consider sharing it with others. Rotary teaches us that the world is one family and we should concern for the people in need in every corner of the world. Besides, the people on the border areas of Thailand and Burma are descendents of our veteran soldiers in the old time. ? Living in the remote and isolated areas they lack everything have no access to towns or cities; their worsen living condition is beyond our imagination.

When a seed is planted on earth, it becomes rooted and budding with its life extending. Our low cost shelter project for these underprivileged people is just like seeds for them to plant. They have to work it rooting and budding and growing so that they can get rid of the worsen life and enjoy hopes and future brought to them by the seeds.

The raining season and drought season are not the concern of Loo Ai Tu and other villagers who live there for generations. But the love we send them will make a difference to their life this year. They have prayed that the raining season will be over soon so that Rotarians could build concrete shelters for them on that muddy soil and damp in not too distant future, they could say goodbye to the mattress built and damp nuts and to the miserable life without water and electricity.

This project was brought up and passed at last PETS. To send love to the need in North Thailand – building low cost shelters is actually conceived with the inspiration of RI President Carlo Ravizza. It is in line with humanitarian service of Rotary which President Carlo Ravizza and his lady Rossana consider the most thoughtful gift. It is a real blessing to both the giver and the taker. That will make them really happy.

What you Have Today is given by God. What you did is a Dedicated Contribution to God.

These golden words said by Ralph Emerson occurred in my mind while working on this article. I really appreciate the opportunity to have served in Rotary for 15 years, in particular to serve when new millennium is around. What I have my pure heart, my happy family and my career which my wife gives full support, are all given by God. What I intend to do is to thank God by dedicating myself to give I have. While dedicating to serve to my utmost, how can I accept gifts from clubs, which will thus cut in their funds for humanitarian service? I again appeal to all clubs to join

me in getting rid of unhealthy thoughts and improper ways and save the unnecessary expenses for worthwhile projects. To plant seeds of hopes and future and to learn each other in the remaining period of our Rotary year, and in giving.

***A Thoughtful Gift—Serving Humanity Around the World!***

扶輪扶輪請告訴我  
我真的看得見  
「希望」與「未來」？



## 千禧總監的話—二月

## 龍騰千禧，擁抱台北—為全世界人類服務

在人類歷史上這麼有意義的 2000 年  
—新的千禧年開始的時刻

國際扶輪第 3520 地區前總監邵偉靈(1999~2000)

「刻在廟宇柱子上的龍是那麼美、那麼雄偉，那麼有文化藝術氣息。可是我們為什麼要用鐵欄柵把它們圍起來，把它們圈住。圈得牢牢的，它們想要自由自在的飛翔都飛騰不起來？」這是從小就一直縈繞於我腦際的問題。

全球各地的人在新的一年或新的十年的開始，總會懷抱著改變的期待，而今面臨一個新世紀與新千禧年(Facing a new century & a new millennium)，這種人類一輩子很難碰上的千禧年。在世界的每一個角落的期待會更加殷切，人們都在期待新千禧年的來臨以及它所帶來振奮人心的『改變』。對中國的扶輪人而言，新千禧年更有深一層的涵義，因為它又是中國的“龍”年。因此，在這麼有意義與千載難逢的機會，扶輪會更加期盼我們一起帶著新的熱忱(new enthusiasms)、新的信念(new beliefs)、新的態度(new attitudes)、新的目標(new goals)，讓扶輪邁向一個光明未來的『改變』。

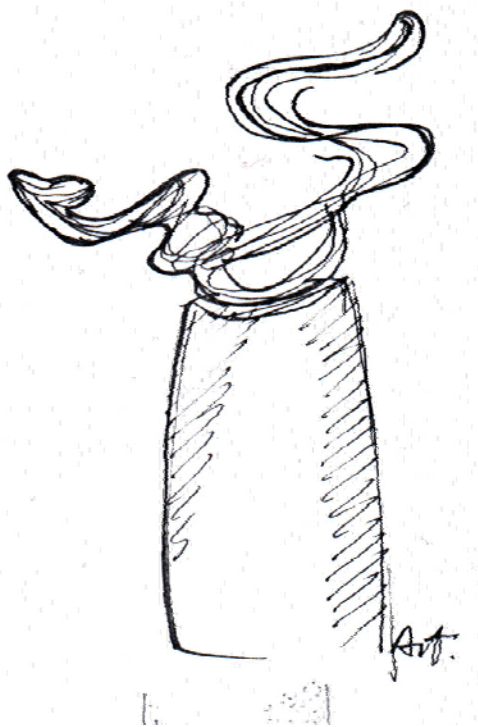
身為這麼有意義與千載難逢中國龍年的新千禧年總監，我個人以為不但要有更大的責任感外，更需以一種更謙卑、虔誠的心去抱持種帶「運動」，而不是帶「活動」的心態去服務、去領導。也就是說要當位好教練，要告訴大家一個正確的方向，鼓勵、激發並陪著大家去策劃、去行動。所以兩年前在承諾這份神聖使命的同時，我就立即去構思、去準備，構思未來一個完整運動的主軸及準備如何去帶這個運動？當時，小時的梦想—讓每一條龍都破欄柵而出，扶搖直上九千里那種『龍騰』的豪情又浮現在眼前。於是決定要倡導我們每位中國的扶輪人從千禧年開始都具有好的『扶輪家庭價值觀』(Rotary Family Value)，並且重視如何去建立自尊與自我存在的一種“自我定位”的必要性，同時更進而去協助『扶輪運動的定位』(Positioning Consideration)。以便在扶輪 2000 年，這屬與我們自己的年度裡，在彼此相互鼓勵、激發下，大家都成為一條真正的“龍”，一條能於千禧年飛騰於天際的“龍”。這才是我們心目中的『龍騰千禧』

現在已是真正的扶輪 2000 年，一個新的千禧年，我們過去 6 個月彼此相互鼓勵、激發的種種努力，我相信已經幫助我們準備好迎接 21 世紀的任何挑戰。可是，如同 **RI President 2000 Carlo** 所說我們還有許多工作要做，在此我們充滿精力和決心恭賀新年之際我們每一個人要思考我們每個人要如何去設法確保扶輪的未來，今天不只是扶輪的未來處於存亡的關口，也是百千萬向扶輪尋求希望的人們他們未來也處於存亡的關口。如果扶輪成長興盛，我們就能夠回應他們求助的請求。但是如果我們的社

員人數和我們的承諾減低，我們的服務就會縮減。

同時，我們也知道『扶輪的使命在於服務。』(Rotary's mission is service.) 這句話的涵義。我們想要『龍騰千禧』，在服務上我們不但繼續以持恆、持守及持續的行動去在寬容、謙遜及團結中彼此成長外，更應透過扶輪來加深我們對新的方法和觀念 (new approach & ideas) 的承諾—承諾我們不再僅僅只是扶輪“品質”(Quality) 的提昇，不再是種“扶輪的再造”(Re-engineering)，而應是藉著使用一種數位神經系統 (Using a Digital Nervous System) 來快速並正確連結的一種“速度”(Speed) 的數位資訊流動概念的新方法和觀念的服務。如此才能真正把我們所有系統計劃的服務的流程轉換成即時的服務“Just-in-time”，來讓我們將「“替”社區來工作」(work “for” the community) 的舊觀念演進成「與我們的社區“一起”工作」(work “with” the community)。這種即時尋找出社區他們真正需要的服務新觀念。如此，於千禧年之際，我們 3520 地區的這條『龍』，才能不只是全體社友一起飛起來，而且是擁抱著『台北』一起飛騰。這不才是我們所追求的運動—

## 龍騰千禧，擁抱台北



台北圓山扶輪社社員楊鳳琛 ART

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## *A Message from Governor 2000 Dens (Feb. 2000)*

On New Millennium—

# DRAGON FLIES IN NEW MILLENNIUM

*Serving Humanity Around the World*

*In the Most Meaningful Year 2000 of Human History*

*The Beginning of New Millennium*

***PDG Dens W. L. Shao, D3520 (1999~2000)***

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***When we see dragons sculptured on pillars in temples, they look so beautiful magnificent and artistic. But they are enclosed with stockades; confined to it, they cannot move, say nothing of flying. WHY? This is a question that has remained in my heart since childhood, and I have since had a dream to do something to help the dragons free.***

People on earth are inclined to expect changes when a new year, or a new decade begins. Now we are facing a new century and a new millennium, we expect to change more earnestly. It is rare to greet a new millennium in a lifetime; and changes are expected in every corner of the world. People expect the new millennium will bring exciting changes, in particular, to Chinese people it means more because the new year falls in the Year of Dragon, a rare opportunity in a period of thousand year. In Rotary, we have looked forward to changes for a long time with new enthusiasms, new beliefs, new attitudes and new goals.

Being District Governor in new millennium and also in the year of dragon, I consider I should be more responsible; I should serve in this particular year, not only to plant seeds of Rotary endeavors, but also to lead Rotary with more humilities and sincerities. In other words, I should as a good coach advise fellow Rotarians of the right direction and in actions. 2 years ago, when I committed to governorship, I started thinking and preparing how to play a leading role in the district through a well-planned program. It occurred to me the dream I had during my childhood – to help the dragons break loose the stockades and fly to the boundless sky. Out of this thought I decided to promote Rotary Family Value in each Chinese Rotarian's family beginning our new millennium and place emphasis on self-position consideration through self-respect and self-sustaining. All this is intended in order for us to be real dragons in Rotary 2000, our Rotary year in which we can fly freely in the boundless sky as we wish.

We are in Rotary 2000, a new millennium.

Over the past six months we have made all possible efforts through mutual encouragements. I believe we have fully prepared our self for the challenges we will have in the new 21<sup>st</sup> century. However, RI President 2000 Carlo reminded us that we will have more work ahead. At this movement when we are greeting new year with excitement, I suggest each of us consider what we should do to guarantee Rotary's good future. Today, it is not only Rotarians are at risk; hundreds of thousands of people who are building better life through Rotary services are also facing the same destiny. If Rotary can continue growing in size and service, we can respond to the people needs. But if Rotary continues declining in membership, we then cannot afford to meet their needs.

At the same time, we all know the meaning of the word; Rotary's mission is service. If we want to see the dragons fly in the new millennium, we should not only act with consistency, credibility, continuity, but also be tolerant to each other and united in action. Let us through Rotary embrace new approach and ideas, commit ourselves to enhancing Rotary's quality. It is not Rotary's re-engineering, it is using a digital nervous system to gear in line with new methods and new ideas in digital information flow to provide and to speed just-in-time service. Let us turn the obsolete idea of working for the community into the new approach of working with the community. This new approach of finding community needs and meeting it timely is really Rotarians and clubs in District 3520 should go after with all gears. The dragon of District 3520 will not only motivate all Rotarians to rise and also to take Taipei to fly with us. That is what we should endeavor for.



## 千禧總監的話—三月

## 鏟除小組織

*Break Up the Cliques*

國際扶輪第 3520 地區前總監邵偉靈(1999~2000)

由於第二次世界大戰的關係，奧地利有十幾位大城市的居民避難至鄉下的一個小村落。當戰爭結束時，由於城市已被戰爭蹂躪得一塌糊塗，以至於他們無家可歸。在此為難之際，該村落的村民熱情、誠懇的對他們說：“就把這兒當作你們的家，成為我們的一份子好了！”(Make this your home. Be a part of us.) 然而，這麼溫暖，熱烈的歡迎竟沒有得到城市居民們的迴響。相反的他們依然和當地村民保持著相當的距離，彼此間不相往來，因此雙方最後發生了猜忌，造成兩個集團間壁壘分明，產生了一種同化的問題 (a problem of assimilation)，並嚴重阻礙了當地社區的發展。

這是美國俄亥俄州前總監 Don J. Meeks 於 1961 年 2 月所舉出的一個團體分裂顯著的例子。他同時也強調，我們扶輪社的社員假若也是如此的自劃鴻溝，對扶輪的精神與扶輪社的社務推動必定會造成極嚴重的不良後果。

扶輪的宗旨不就是在提示我們要不斷地，“藉著增廣相識為擴展服務之機會。”(the development of acquaintance as an opportunity for service) 可是“**小組織**”(the cliques) 會限制你對其他社員的認識，不但會減少服務的機會，也會明顯地違背了四大考驗 (The Four-Way Test) 中的第三問“**能否促進信譽友誼？**”(Will it build GOODWILL and BETTER FRIENDSHIPS?) 的規定。



然而，從另一角度來說，扶輪社各個社員是代表著它所在之社區內各種不同事業、專門職業和團體；以便藉著這種社區內各種不同正當職業之橫斷面的代表的特質，進而來代表整個社區。如此，這種代表社區縮小影的扶輪社，因接觸面的縮小才能使代表各行各業的社友們自由地討論並交換各個不同行業的獨特心得。這種“自由討論”(freedom in discussion) 對扶輪來說是非常重要的。因此，從扶輪的創始之初，我們的創始者保羅·哈里斯就設立了職業分類的原則，這種由扶輪社“貸”予任何被推薦新社員的職業分類的特色，使得扶輪社員除了是以事業或職業代表參加扶輪外，並且是代表扶輪社至他本身行業內去擔任服務及聯誼的親善大使。由此，社員對社員具有代表他的職業的義務，同時也有義務對其他人例証扶輪精神，尤其是對朝夕相處工作的同僚們。這種處於扶輪中心的雙重任務，正如同我們扶輪創始人 (Rotary's Founder) 保羅·哈里斯所說「每一位扶輪社員是理想主義的扶輪與他同業或職業中間的一條連接的鍊環。」

然而“**小組織**”這種固步自封，有選擇性的交往，不但會減少聯誼的機會，以至於妨礙了扶輪社例會這種“**自由討論**”的推廣。同時，也會影響全社向外服務的一體性與活力。如此不也辜負了扶輪創始人保羅·哈里斯創設職業分類的本意？其實當我們在成為扶輪社社員時，我們便與社員們彼此間就有個了約定。我們要共同許下個諾言，一種對“**服務**”與“**和平**”的承諾。此乃源自於社員個人內心的特質——那份善念以及扶輪社所獨具的團體聯誼（a special community of fellowship）的結果。

由以上種種可知，扶輪的聯誼應該是有“**責任性**”與“**開放性**”的聯誼（Fellowship）。而不是“**封閉性**”那種歡喜甘願式有選擇性的純友誼（Friendship）。至於，我們應如何來鏟除小組織（Break up the cliques）呢？

首先，讓我們來宣導開放性聯誼的觀念與重要性。其次，要鼓勵內向害羞的社友們。讓他們知道扶輪社社員應當謙遜（Modesty），但是沒理由怕羞（Shyness）。大家都是忙碌而有才幹，熱心的人士，無論是事業方面，或家庭娛樂嗜好方面，我們彼此間應該主動慷慨地貢獻我們的學識和經驗。至於對那些老是喜歡同他的稔交坐在一起社友們——“*I want to sit with good old Joe*”應儘量運用方法去誘導社員們隨時結交新朋友。例如：新社員與他們的推薦人每週坐在一張不同的桌子上；編排不同號碼的餐卷使社員們抽籤對號入座；增設生日喜慶社員專桌；把戴紅色或藍色領帶的社員坐在一起；或以簽到順序依序入座。諸如此類我們可以想出種種方法或噱頭（Gimmicks）把某些社員老是喜歡坐在一起的習慣打破，同時又可以提高社員們的興趣。

在服務活動時，也要採開放的方式。例如為新年度各委員會在“招兵買馬”邀請委員時，先採開放式社員自由填表，並要求至少參加三個以上的委員會。主委要等填表結束而人數還不足時，才主動邀請其他社友來充實他的服務陣容。這一方面可以主動要求社員多藉服務機會來增加與不同社友間彼此聯誼的機會，進一步可避免服務中形成了另一種“**小組織**”。當然，社長與社的職員理事們有責任儘可能主動參與各種活動。讓各種服務組織由於社員自由地參與，自然而然形成了一種開放性的活動。

*“The only way to have a friend is to be one”*

「你要交朋友就必須自己夠朋友。」

最後，如同愛默生（Ralph Waldo Emerson）這句名言，我們身為承諾過要決心“**服務**”與“**和平**”的扶輪社社員，不應再像前面奧地利市民與村民般自樹壁壘而形成社內的“**小組織**”。而是要去“**做朋友**”（Be a friend），更要“**夠朋友**”。我們不但於例會中儘量主動慷慨地貢獻我們的學識和經驗，去照顧新進社友，並鼓勵害羞、被動的社友積極的參與。如此每週的例會才會不斷藉著這種社員間自動混合交流（the voluntary mixing of Rotarians）的自由討論（freedom in discussion）方式，來健全我們的扶輪社。進而往外去發揮我們扶輪理想的最高潛力，來與全人類做朋友（Be a friend）。至此，大家一定都會說：

我們扶輪社員真的是——“**夠朋友**”。

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*A Message from Governor 2000 Dens (Mar. 2000)*

## BREAK UP THE CLIQUES

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*PDG Dens W. L. Shao, D3520 (1999~2000)*

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During World War II, a group of a dozen city people fled to a village in Austria and found refuge there. When the war ended, they found their cities totally destroyed and had no homes to which to return. ***“Make this your home.”*** Invited the villagers. ***“Be a part of us.”*** Warm as was the welcome, the city folks did not accept. Instead they remained aloof and clung desperately to one another, seeming to prepare their own company. Thus developed a mutual distrust that kept the two groups permanently apart and that resulted in a problem of assimilation hindering the community from development.

It’s a remarkable example said by PDG. Don J. Meeks in February 1961. At the same time, he also stressed that if Rotary goes this way, making gaps for itself, separating from each other that would for sure injure seriously the spirit and operation of the club.

The Object of Rotary calls for ***“the development of acquaintance as an opportunity for service.”*** Separation tends to make clique that limits acquaintance. It not only thus limits service. Add to this the third question of The Four-Way-Test –***Will it build GOODWILL and BETTER FRIENDSHIPS?*** – And becomes clear that the clique is contrary to the precepts of Rotary.

Looked at from other angle, Rotary represents different businesses, professions and institutions of the community in order that it is representative of the cross section of the community and the entire community as a whole. In Rotary, members representing different businesses and professions can talk to each other and exchange their experiences freely. It is freedom in discussion that is very important to Rotary. For this reason, in the initial stage of Rotary, Paul Harris created our unique classification principle under which to loan classifications to sponsor new members so that Rotarians would not only represent their businesses or professions in Rotary, but also represent Rotary in their businesses or professions as goodwill ambassadors. To fellow Rotarians, members have obligation to represent their businesses or professions and to others they have obligation to

exemplify the spirit of Rotary, in particular to their associates and colleagues with whom Rotarians work together. This is the dual mission in Rotary like our Rotary's founder Paul Harris once said; every Rotarian is an idealism of Rotary, which serves as a chain in their competitors or businesses.

The clique is however, such of closeness and incorrigible that limits acquaintance and limits opportunity for fellowship. It affects Rotary's energy and drive to serve. Is it contrary to the purpose of Paul Harris to form Rotary? When we join Rotary, we agree to one another; we commit our selves to pursue "service" and "peace" that is the consequence of the characteristic goodwill of Rotary originates in a special community of fellowship.

Because of the above, Rotary fellowship should be with sense of responsibility and with openness, rather than closeness, for selective friendship with perfect willingness. As for how we break up the cliques ? Following is my comment :

First of all, let us make known to all the idea and importance of open fellowship. Next, let us encourage the shy members know that there may be in a need for modesty but not for shyness in a Rotary. We are all competent and devoted persons, whether in business or in home we should be generous to share our interesting knowledge and experience. As for those who always like to sit together, we should use many different ways to tempt them to get acquainted with new members. For examples, moving the new member and his sponsor from table to table each week, placing various combinations of seating numbers at different tables, creating birthday tables, grouping together all those wearing red ties or blue ties or bow ties, numbering meal tickets and tables. In these gimmicks or others we can end the kind of " sit togetherness" that overdoes it – and have fun doing it.

In club appointments, we should also do it in open way. While recruiting committee members for example, we can do it openly or ask members to volunteer for the jobs. Each committee must have at least 3 members. If not sufficient volunteers, we can then invite members to fill in the positions. This will let members to have more opportunities to serve with different members for enhanced fellowship. This could avoid forming clique. Of course, club president and club officers and board members are responsible to take part as many club activities as possible. Let members to participate in various service committees freely. That would also make all service projects and activities open to all members for participation.

***"The only way to have a friend is to be one."***

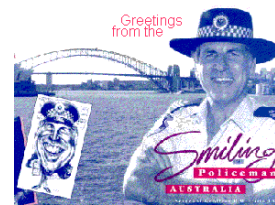
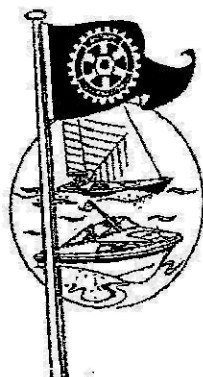
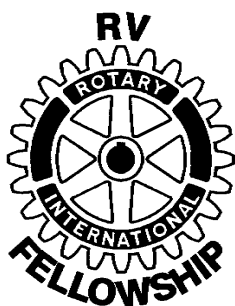
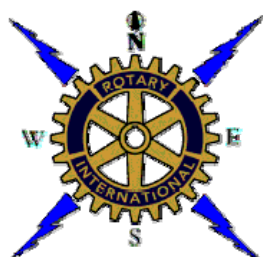
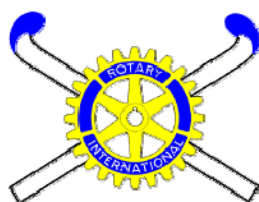
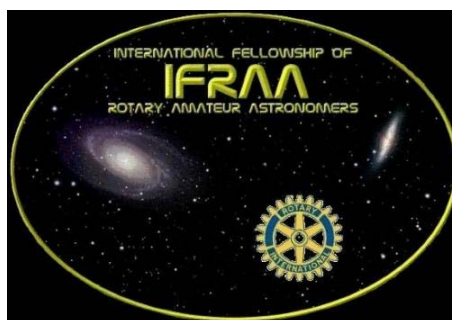
In conclusion, I like to quote what Ralph Waldo Emerson said that we Rotarians

who have committed to “service” and “peace” should not form cliques in clubs like the aforesaid story of Austrian people who separated from the villagers. We should be real friends. We should be generous to share our interesting knowledge and experiences with each other and encourage the shy members to participate actively. In this way, will our weekly meetings have the voluntary mixing of Rotarians and freedom in discussion to make our club strong and develop our maximum potential to carry out the ideals of Rotary. Be a friend with all peoples on earth and finally we can be positive that ***we Rotarians are Real Friends.***



Rotary Fellowships

扶輪聯誼



## 千禧總監的話—四月

## 我們的手就是扶輪的手

在人類歷史上這麼有意義的 2000 年  
—新的千禧年開始的時刻

國際扶輪第 3520 地區前總監邵偉靈(1999~2000)

**“Rotary has no hands of it's own. Rotary's hands are our hands.”**

“扶輪自己沒有手，我們的手就是扶輪的手。”

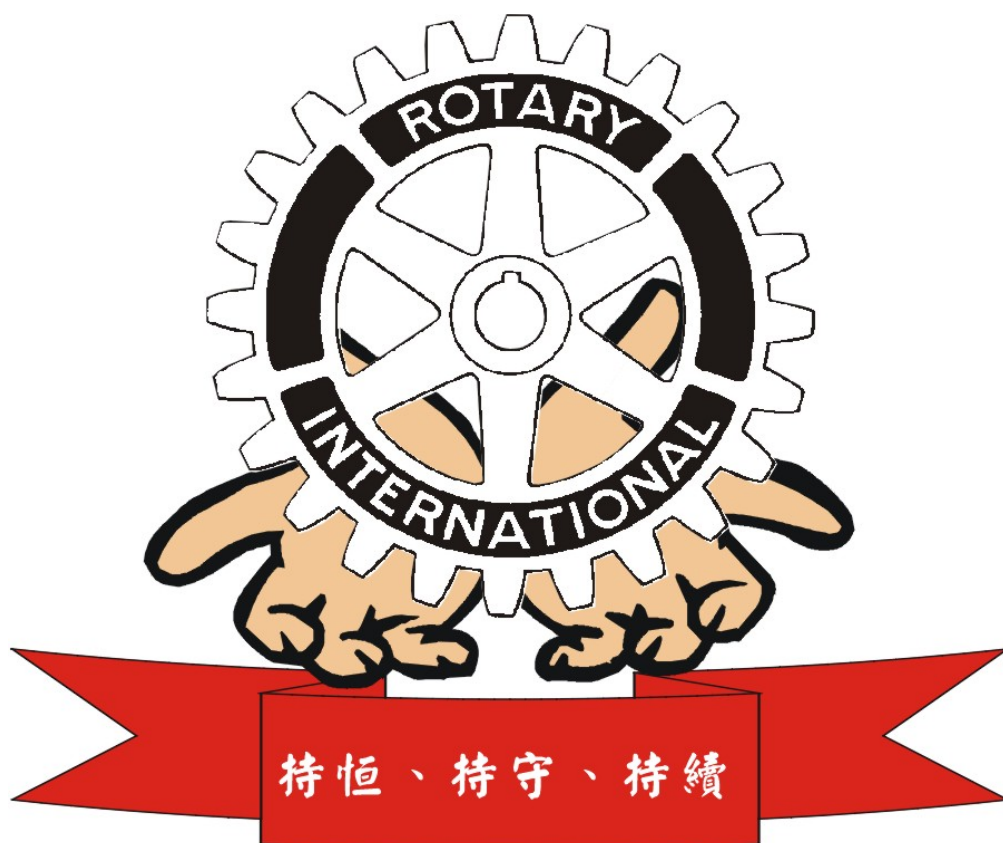
1990-91' RI 前社長 Paul Costa 所說的一句話。

我相信當我們大家在這年度中為了進入這人類歷史上這麼有意義的 2000 年—新的千禧年開始的時刻，業已思索過與努力過要如何去融入扶輪？如何去化入扶輪？如何不斷追尋與實踐一種“扶輪是生活的方式，扶輪是家庭的一部份”扶輪生活化的“**Consistency**”特恆地認同扶輪外，也如何執著堅守職業道德與操守的“**Credibility**”去特守著扶輪理想的境界。因此，在年度內我與大家相互砥礪、相互成長的過程中，我深深感受到大家那份從自我內省中，對扶輪再認同“**Consistency**”的努力。同時，也不斷感動著大夥兒從對扶輪那份堅貞認同的基石上，於扶輪各種服務中，不斷學習如何藉促進彼此間的瞭解與包容去從“**ego**”「自我」轉化成“**Team work**”「團隊的合作」，更看到大家在“**Lead by example**”「以身做則樹立領導楷模」不斷地提升自我操守。我深信我們大家這份持續不斷採取行動的努力，在進入新的千禧年此刻，業已將對扶輪的這份認同昇華成對扶輪的“**信仰**”（**Belief**）與高標準操守的“**行動**”（**Action**）。更藉著這種「**信念**」與「**行動**」的扶輪哲理與全世界的扶輪社友們聯成了一體，已形成了扶輪運動中心（**The Heart of Rotary movement**），也建立了今日扶輪 2000 年成就的根基。

同時，我所敬愛的服務夥伴們。今年度看到大家在這所 3520 地區扶輪 2000 年造人的學校與道場中，彼此熱忱、認真地研習著如何服務他人，那份愉快與自信的神情。我深深相信你們大家在相互成長中，不但成功的成為進入新千禧年第一批扶輪的“**交棒人**”同時必定也是位傑出的第一批扶輪的“**接棒人**”。但是為了你、我，我們所熱愛的扶輪能「**永遠的強固，永遠在服務**」（**Ever Strong, Ever Serving**）。因此，我們更應藉此次的相聚與彼此切磋檢討如何建立強而有力和實事求是的組織與不斷地學習與研討，方能在強固中“**持續**”（**Continuity**）地成長下去。

最後，讓我們永遠記住在人類歷史上這麼有意義的 2000 年—新的千禧年開始的時刻，與你我為全世界人類服務中。我們各各曾如龍般飛騰於千禧。更藉彼此那「扶輪

單翅天使式」的不斷「超我服務」擁抱中而擁抱了台北。因此，今天我們於扶輪 2000 年地區年會上共同承諾讓“Rotary 2000: Act with Consistency Credibility Continuity”成為我們永遠、永遠的主題。而讓我們能“持恆”、“持守”地去“促進彼此間的瞭解”(Create Awareness),進而“持續”不斷地“採取行動”(Take Action)。如此每位扶輪社員的雙手才能成為扶輪真正的手，而且是一雙扶輪很好很好的手。



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*A Message from Governor 2000 Dens (Apr. 2000)*  
On New Millennium

**Rotary's hands are our hands.**

*– Serving Humanity Around the World  
In the Most Meaningful Year 2000 of Human History  
The Beginning of New Millennium*

*PDG Dens W. L. Shao, D3520 (1999~2000)*

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**“ROTARY HAS NO HANDS OF IT'S OWN.**

**ROTARY'S HANDS ARE OUR HANDS”**

***These words are said by RI 1990-91 President Paul Costa.***

I believe at the beginning of 2000 new millennium we had given a lot of thoughts to it. How we put it in Rotary? How we turn these words into action? Rotarians continue seeking and realizing “Rotary way of life, & Rotary being part of family which are actions to uphold CONSISTENCY in Rotary and to sustain CREDIBILITY in Rotary's idea of high ethical standards in business and professions. For this reason, in this Rotary year we encourage each other to endeavor in our growth; and I feel pleased that you have given prompt response to act with Consistency and at the time you sustain motivation of all club members to serve ardently and to learn and act with understanding and moving from I to we, from ego to teamwork. I am also pleased to see we all lead by example and serve with unswerving integrity. I strongly believe, as a result of our continued efforts in the new millennium, we truly have enhanced our belief in Rotary and acted up to high standards. With this belief and action combining the philosophy of Rotary with Rotarians worldwide, the heart of Rotary movement is formed and the foundation for successful 2000 is built.

My dear collegians in service: in 2000 District 3520 serves as a Rotarian Making college in which we enthusiastically learn each other to serve mankind to our satisfaction. I strongly believe you are not only the first group of Rotary deliverers, but also Rotary baton receiver in the new millennium. But as you and I love to see Rotary ever strong, ever serving, we should take advantage of this conference to discuss and work out ways and means of strengthening Rotary to be an organization with real ability and true practicality in order to keep continuity forever.

Lastly, it should be long remembered that you and I serve for mankind at the beginning of the meaningful new millennium. Like dragons soaring in the sky of the new millennium and like Rotary angels we render “service above self”, embracing

the city of Taipei with cares and service. For this reason, we should at this conference jointly commit ourselves to Rotary 2000: Act with Consistency, Credibility Continuity and making it our theme in all our life and also through Consistency, Credibility we create Awareness and Take Action on Continuity basis. In this way will **OUR HANDS BECOME ROTARY'S HANDS, VERY, VERY GOOD ROTARY HANDS.**



**國際扶輪社長賴唯捨 Carlo Ravizza 謝函**

親愛的夥伴水手邵偉靈：

內人羅珊娜與我剛從布宜諾斯艾利斯國際年會回來，希望藉此機會謝謝你共襄盛舉，參加在阿根廷舉行的此一會議。

在布宜諾斯艾利斯贈送，給我的木匾，現已寄達我在伊文斯敦的辦公室。請代我向捐獻此一低成本住所的所有扶輪社員表達我的感激之意。我確信收到這個捐獻的受贈人必會同樣感激。

羅珊娜與我一同祝你萬事如意，並且希望你繼續專注於扶輪 **2000年：持恆、持守、持續的行動。**

國際扶輪社長  
賴唯捨 Carlo Ravizza



布宜諾斯艾利斯國際年會贈送 RI 社長 Carlo Ravizza “送愛到臺北”紀念木匾

千禧總監的話—五月

# 扶輪的天堂

單翅的天使，擁抱中才能飛翔  
在人類歷史上這麼有意義的2000年  
—新的千禧年開始的時刻

國際扶輪第3520地區前總監邵偉靈(1999~2000)

從1905年2月23日至今，95年以來，扶輪世界就一直流傳著一個傳說：“在天堂裡一直有一個比天堂更祥和、更美麗的地方，我們稱它做「扶輪的天堂」。那兒住著一群善良而又快樂的天使，他們自認為自己並不完美，需要不斷的淬煉、不斷的成長。雖然，他們只長著一支翅膀。然而，他們很快樂，因為只要彼此一擁抱就能自由自在的飛翔。更何況在彼此擁抱中，他們學習到了如何從「我」(I) 轉變成「我們」(We)。如何從「自我」(Ego) 轉換成「團隊合作」(Team Work)。他們更深切了解到這「扶輪的天堂」是所造人的學校、是個修身養性的地方。所以，他們在扶輪天堂的門口上寫著『進來學習，出去服務』(Enter To Learn. Go Forth To Serve.)。至於那條通往扶輪的天堂之路，他們暱稱作『My Road To Rotary』。而尊稱那位經年累月守護著路口的天神為『扶輪創始者—保羅·哈里斯』(Rotary's Founder---Paul Harris)。據說也只有當名字出現在那本書名叫做『My Road To Rotary』的人才能進入「扶輪的天堂」。”



1999年4月17日為了參加國際扶輪第3520地區第一屆地區年會，由於要被介紹給整個地區的社友們，因而興奮得睡不著覺。在半夢半醒之間我似乎來到了天堂，居然見到了我所景仰的保羅·哈里斯，我興奮的問他：“我所敬愛的！我所仰慕的！我所崇拜的！我們扶輪的創始者保羅·哈里斯，請問這是不是傳說中通往扶輪天堂之路。”



保羅·哈里斯慈祥而又和藹笑笑的對我說：“年輕人沒有錯，這就是所謂的通往扶輪天堂之路。不過首先要看一看你的名字有沒有在我手上的這本書裡。”

我很得意的說：“那一定會有的。我是扶輪2000年全世界120萬社友中被選中528位總監之一，我想這麼重要的人應該會在其中吧！”



他翻了翻書，搖了搖頭對我說：“沒有耶！那你想一想有沒有其他比較實質的貢獻說來給我聽聽。”

我毫不猶豫的回答說：“我的貢獻有一籬筐耶！例如 93-94 年 PDG George 所策劃『乾杯在台北』的國際年會我就擔任了兩個副主委，無論在與政府單位的溝通與協調出了不少力。94-95 年擔任 PDG Decor 的分區代表時，不但完成它所付託的重任並讓總監在分區內光芒四射。95-96 年在 PDG Jerry 任內則擔任地區社務主委協助總監月報的編寫，並且在地區獎勵上奉獻了不少心力。尤其是在 96-97 年 **Governor plus**—超人總監 PDG Joe 麾下擔任地區秘書的重則大任。百分之百的『提皮包』提了整整一年，百分之百的參與，絕對默默的服務。我想對整個運動來說，就算沒有功勞也有苦勞。我想應該會有我的名字吧！”

但是保羅·哈里斯翻了翻書笑了笑，又搖了搖頭說：“還是沒有啊！年輕人你剛才所說的都是你行動的表現。要不要談談你思維上對扶輪的貢獻呢？說不定會出現你的名字喔！”

我不加思索的說：“從八年前創社以來我就領悟到 PDG Pancho 的『心中有愛』。更在這多年以來受到 PDG Ricardo 的『幽默感』(Sense of humor) 所薰陶，我想在思維上也有很好的修為。我想這次總該有我的名字了吧！”

保羅·哈里斯翻了翻書，還是笑笑的對我說：“年輕人上面還是沒有你的名字耶！”

我一急衝口而出：“親愛的保羅·哈里斯！請再幫我查查，我是雙溪扶輪社的社員 Rotarian Dens！怎麼會沒有我的名字呢？”

保羅·哈里斯終於大笑的說：“有了！有了！上面終於有了你的名字了！Dens 你終於記得你是扶輪社的社員了。我不是早在 1977 年就託夢給 RI 前社長 Clem Renouf 請他告訴過你們『扶輪是帶領平凡的人，給予它們不平凡的機會，將它們的生命發揮到它們意想不到的境界』。後來又請 90-91 年的社長 Paul Costa 告訴你們：「無論是總監、理事、社長、主委這些頭銜在扶輪來講都是輪流來做的，對扶輪社員來說真正而又永遠的頭銜就是『扶輪人—Rotarian』」。更何況在這次國際講習會上我不也再次透過扶輪 2000 年社長 Carlo Ravizza 說：『地區總監並不是一個位高權重的職位。它只是讓一位扶輪社員擁有一個服務我們偉大組織所有社員的大好機會而已。』所以，在扶輪裡不論你擔任什麼職務，基本上不要忘了你最重要的職務就是『扶輪人』。任何職務上只不過是給予你服務的機會而已。



現在書本上你的名字又消失了。我想你還是沒能完全明白其中的意義。我看你還是回去 3520 地區重新學習，重新成長。”

就因為他的指示。因此，在那天重要的年會上，我誠懇的、虔誠的向大家說：**我是雙溪扶輪社 Rotarian Dens，在此報到。**請所有的社員給予指導與支持。我承諾從 7 月 1 日開始，2000 年總監辦事處—Governor 2000's Office 將是你們服務的中心—Service Center。同時在此承諾，今後不但擁抱現任總監 DG Jackson，也一定會擁抱我的繼承者 DGN Shoes。

做一位擁抱的天使，

並讓 3520 地區於扶輪 2000 年再次飛翔。

匆匆間，一年了。在這年當中，你、我、我們不但共同持續上屆 IPDG Jackson 的理想，並協助下屆 DGE Shoes 建立他的領導團隊外，同時也完成下下屆總監 DGN Tony 的提名作業，並於年會通過下下下屆總監的提名辦法。

“Rotary 2000:

**Act with Consistency Credibility Continuity”**

扶輪 2000 年:持恆、持守、持續的行動

這已成為我們大家進入千禧年共同的努力的方向，並已刻畫在你、我、我們的心中。在這年當中，你、我、我們藉著這種「扶輪單翅天使式」的彼此交互擁抱中學習到如何藉彼此互動間的瞭解與包容去從「自我」“ego”轉化成「團隊的合作」“Team work”。更於不斷「超我服務」中去共同思索與努力要如何融入扶輪？如何去化入扶輪？如何追尋與實踐去達到“扶輪是生活的方式，扶輪是家庭的一部份”的一種扶輪生活化的“Consistency”，這就是種『持恆』地認同扶輪。更何況在年度內大家相互砥礪、相互成長的過程中，我們不也都執著堅守職業道德與操守的“Credibility”去持守著扶輪理想的境界。我們就是憑著對扶輪的這份認同昇華成對扶輪的“信仰”(Belief)與高標準操守的“行動”(Action)。與全世界的扶輪社友們聯成了一體，形成了扶輪運動中心(The Heart of Rotary movement)。也建立了國際扶輪第 3520 地區今日成就的根基。同時，也因今日成就的根基，方能在強固中“持續”(Continuity)地成長下去。這不也都是我們的希望—希望扶輪能

永遠的強固，永遠在服務

**Ever Strong, Ever Serving**



因此，於此年會結束感動之時，我們除了要國際扶輪第 3520 地區有那種強而有力和實事求是的組織外，並還需不斷地去學習與研討下年度各項服務計劃，充實扶輪知識與方法以及對新的方向，新的趨勢與新的需求有充分的了解。如此，下年度各種服務計劃方能順利的進行。因此，我們不但要去仔細聆聽剛從 RI 受訓回來的 DGE Shoes 講解下年度 RI 社長新的方向與新方針，去訂定各社下年度新的服務計劃外，並且要衡量利用各種研習會的分組討論的機會，充分釐清心頭任何的疑點，多了解友社的動態與學習服務的技巧，以便實踐「扶輪服務理想」(The Rotary Ideal of Service)。此外，也要多利用服務與聯誼的機會積極展開與他社的聯誼，並多結識些本地區的領導人，向他們學習，不但能進一步的體會扶輪，更能增進扶輪知識，強化服務能力與擴展服務機會。

最後讓我們共同以做個優秀扶輪社友，好的領導人為目標，以及關懷分享的理念，同情與關切的情懷來共同致力於「超我的服務」(Service above self) 方能從 “I” 轉化成 “we”，讓我們在扶輪運動中不僅只限於“自我”一個扶輪社，一個扶輪地區而是對整個扶輪的效忠與負責，那才能如同 RI 前社長柯愛德(Edward F Cadman) 所說的「使一個小小的扶輪社變成一個巨大的扶輪社」，彼此共勉之。

最後，讓我們永遠記住在人類歷史上這麼有意義的 2000 年—新的千禧年開始的時刻，與你我為全世界人類服務中。我們各各曾如龍般飛騰於千禧。更藉彼此那「扶輪單翅天使式」的不斷「超我服務」擁抱中而擁抱了台北。因此，讓我們謹記於扶輪 2000 年地區年會上共同所做的承諾—讓 “Rotary 2000: Act with Consistency Credibility Continuity” 成為我們永遠、永遠的主題。而讓我們能“持恆”、“持守”地去“促進彼此間的瞭解”(Create Awareness), 進而“持續”不斷地“採取行動”(Take Action)。如此每位扶輪社員才能如『扶輪創始者—保羅·哈里斯』(Rotary's Founder---Paul Harris) 所說，真正出現在那本『My Road To Rotary』進入「扶輪的天堂」的書上。成位

「扶輪的天堂」擁抱的天使，

並讓扶輪再次、再次，

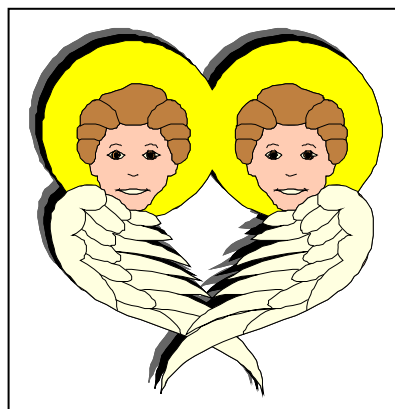
不斷、不斷的飛翔。

*A Message from Governor 2000 Dens (May, 2000)*  
**On New Millennium**

**The Heaven of Rotary**  
*Angels of Single Wing can Fly only when Holding Each Other*  
**In the Most Meaningful Year 2000 of Human History**  
**The Beginning of New Millennium**

**PDG Dens W. L. Shao, D3520 (1999~2000)**

*Since February 23, 1905, there has been a popular legend in Rotary, which says, "In heaven there is a more peaceful and more beautiful heaven what is called the Heaven of Rotary." In that heaven, a group of good natured and happy angels live. They do not think they are perfect; but they do think they need to constantly learn and practice to be perfect. Though they each have one wing only. They are happy. Holding to each other, they can fly freely. And together they also can learn how to turn "I" into "We", and to transform "Ego" to "Team Work". They further know very well that the Heaven of Rotary is a school to create human being and a place to cultivate oneself and discipline one's temperate. Therefore, they place a placard at the entrance of the Heaven with letters "Enter to Learn, Go Forth To Serve." As for the road to the Heaven of Rotary, "My Road To Rotary." They address the god, guarding the road Rotary's Founder—Paul Harris. According to the legend, if a Rotarian's name appears in the book called My Road to Rotary, he or she then can go the Heaven of Rotary.*



In Preparation to present district report at the district conference of District 3520 on April 17, 2000, I was so excited that I was unable to sleep well at night of April 16. Half sleepy and half awake I dreamed of wandering in the Heaven of Rotary and meeting with my long respected Paul Harris. I asked him: my most respected and most dearest Paul is this the road to the Heaven of Rotary? "He kindly replied: young man, you are right, this is so called the road to the Heaven of Rotary. But I have to check the book to see whether your name is on the list. Happily I said: it must be on the list. I am one of the 3520 district governors elected by the 1.20 million Rotarians in the world. I also said: I have contributed so much, such as in 1993-94 when PDG. George served as Chairman of best Committee of the 1994 International Convention in Taipei; I served with him in two committees as vice

chairman, I did a good job in coordinating the needs of the convention. With the governments concerned and obtained all the supports to meet the needs so that the connection turned out a very successful one. In 1994-95 when PDG Décor headed the district, I served as his Group Representative. I accomplished all my jobs to help make his district governorship end with brilliant record of unmatched achievements. In 1995-96 when I also helped in Jerry P. Yu was district governor, I was responsible for his Governor Monthly letter for which I spent a lost of time, matters relative to district recognitions and awards. In 1996-97 when Joe Chang served as Governor Plus, I was district secretary; I accompanied him on official visit to all clubs and attending all district meetings like his personal entourage for one whole year. I have contributed so much to Rotary; I think my name should be on the list. But Paul shook his head and said: "No. Yours is not shown in the book. Young man, what you just said are the actions you performed. Let me check if you have contributed your thoughts to Rotary." May be you having. Your name may be listed in the book. I quickly said: since I formed my club 8 years ago. I have been serving in Rotary with love in my heart that I learned from PDG Pancho, and over the years I have emulated the Sense of Humor from PDG Ricardo. I have done enough in contributing thoughts to Rotary. I think because of this my name should appear in the book. Paul looked through the book and smilingly said to me: No. I still cannot find your name. With rush I said: dear Paul, please help and check the book again. I am Rotarian Dens, a member of the Rotary Club of Taipei Swanshie.

Paul finally said with laugh: yes, your name is show in the book. Dens. You finally remember you are a club member. Didn't in a dream in 1977 RIPP. Clem Renouf advise you that Rotary is leading a group of ordinary people, giving them an unordinary opportunity to serve. And they serve to expand it to untouched frontiers." In 1990-91 I also asked late RIPP. Paul Costa to advice you that the positions of the district governor, RI director, club president and committee chairpersons are led on rotation basis. For Rotarians, our real and lasting position in Rotary is Rotarian. At the International Assembly I quoted what RI President Carlo said: district governorship is not a position with power; it only provides a Rotarian with a great opportunity to serve our great association only. For this reason, in whatever position you serve, the most important in basic is you are a Rotarian. Whatever positions are only opportunities for you to serve. Paul added, "Now your name is disappearing from the book. I think you do not fully understand the meaning of it. You better go back to District 3520 and to start learning to grow up again. "

Because of Paul's instruction in that dream, I appealed to all with sincerity at

that important learning district conference to advise me and support me. I pledge to open governor 2000 office to be your service center starting July 1, 2000. At the same time, I pledged to work closely with IPDG Jackson and with my successor DGE. Shoes.

**BE AN ANGELE OF ROTARY  
AND LET DIST. 3520 FLY AGAIN IN  
ROTARY 2000**

Our Rotary year will end soon. Over the year you and your district governor have continued turning the ideals of IMPDG Jackson into actions and have been jointly helping DGE Shoes to form his team, and also completed the nomination of PP. Tony as District Governor-Nominee and adopted procedure to name district governor-nominee for Rotary year 2002-2003.

**ROTARY 2000: ACT WITH  
CONSISTENCY, CREDIBILITY, CONTINUITY**

The theme has directed us in our efforts in new millennium and has been deeply engraved in our hearts. Under it we hold closely as Angels of Rotary to learn how to interact in understanding, and tolerance and to learn to change from “Ego” to “Team work”. How to strive ceaselessly and jointly to involve in pursuit in Service Above Self? How to live in Rotary? How to make Rotary way of life and Rotary part of family to be in line with the Consistency in identification? Over the year we have been encouraging each other and learn each other as we grow; we stick to and practice Rotary’s high ethical standards in business and professions in line with Credibility to maintain Rotary’s ideal of service. With our enhanced belief in Rotary and continued actions to fulfill our belief, Rotarians worldwide are united as one person forming to the Heart of Rotary movement and thus laid the solid foundation of District 3520. At the same time, we are strengthening that foundation of District that is our hope to be:

***Ever Strong, Ever Serving.***

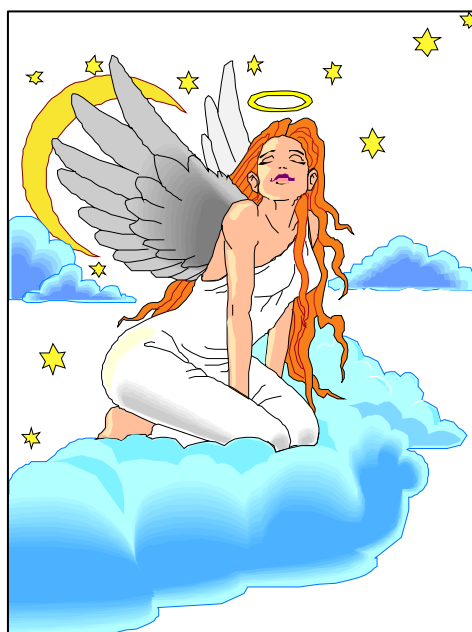
Therefore, when our district conference came to an end, we pledged strengthening the energetic organization of the district on one hand and continue studying and discussing various service projects next year on the other hand such as strengthening Rotary information to seek full understanding in areas of new methods of service and new directions of service and new trend of service and new needs. We should be attentive to the instructions new programs of RI IDG Shoes brought back from the International Assembly and work on the various projects next

year. In addition, we should make good use of the group sessions at the District Assembly, in order to fully understanding of all the problems and the solutions, and learn about the good projects achieved by nearby clubs for possible emulation in order to further carry out The Rotary Ideal of Service. We should also promote better inter-club relations with other clubs in more active manner and get acquainted with new members and new leaders in other districts to learn form them about Rotary, which will sure have consequences of getting new knowledge of Rotary and new skills of services and consequence of expanded services.

In conclusion, let us be good Rotarians and be good Rotary leaders aimed at good Rotary objectives through sharing good ideas each other. True concerns will definitely lead us to Service About Self and transform us from “I” to “We”. In Rotary club we should not be limited to individual service; in Rotary district we should be honest and responsible to Rotary as whole. Only in this way, can a small Rotary club become a mighty Rotary as said by RIPP. Edward F. Cadman.

Let us be reminded that at this time when the historical new millennium begins, you and I serve for mankind in the way like a mighty dragon flying in the new millennium. With our ceaseless pursuit in service above self in the way like Rotary’s single wing angels do. Let us commit to **Rotary 2000: Act with Consistency, Credibility, Continuity**, and realize it to **Create Awareness** through **Take Action**. Rotarians will then as Rotary Founder Paul Haris said, have their names appear in the Book and have a place in the Heaven of Rotary, and become

***Angels in the Heaven of Rotary***  
***Holding Each other***  
***And Make Rotary Flying There***  
***Again, Again and Again.***



## 千禧總監的話—六月

我們對這份所共同承諾一生一次一年的任務—

# 歡喜做 甘願受

在人類歷史上這麼有意義的 2000 年  
—新的千禧年開始的時刻

國際扶輪第 3520 地區前總監邵偉靈(1999~2000)

**“Though no two of us are likely to express Rotary in the same way,  
all of us will express it in some way in our daily living.”**

“雖然，在我們之中不會有兩人以相同的方式來將扶輪表現出來。

但是，所有的扶輪社友都會在我們的日常生活中表現出扶輪。”

1960-61 年度 RI 前社長麥克樂林 (J.Edd McLaughlin) 所說的一句話。

近二十年來我常不停地思索，扶輪雖然是那麼地成功與那麼地偉大，然而它卻又似乎是那麼地依靠著每一位社友？我以為沒有了“個人”的社友，扶輪只會成為一個沒有實體的概念 (**bodiless abstraction**)，或者只是寫在紙上或幻想之中的**原則聲明** (**statement of principle**) 而已。更深一層地說，也只有當“個人”的社友們能將扶輪表現在他們自己及其周遭的他人的生活之前，扶輪在實際上是**不存在的**。因此，所有扶輪的表現與存在，都是來自“個人”社友。然而值得驕傲的是扶輪的社友們的表現，九十多年以來一直如同 1960-61 年度 RI 前社長麥克樂林 (J. Edd McLaughlin) 前面所說：“雖然，在我們之中不會有兩人以相同的方式來將扶輪表現出來。但是，所有的扶輪社友都會在我們的日常生活中表現出扶輪。”我相信之所以會是如此，那是因為當我們在成為扶輪社員時，我們便與社員們有了約定，我們扶輪社員們就共同許下了諾言，一種對“服務”與“和平”的承諾，此乃源自於社員個人內心的特質—那份『善念』以及扶輪社所獨具的**團體聯誼** (**special community of fellowship**) 的結果。所以，這不也是在每一次扶輪的服務活動中，只要扶輪社友一親身參與，必定會是扶輪精神最傑出表現之時。因此，扶輪是藉著我們每一位“個人”社友的手在這一個不斷變動的世界中，以其“個人”新的思想 (**fresh thinking**) 及新的方法 (**new approaches**) 來如同扶輪創始者保羅·哈理斯所說的那句話

「這是一個變動的世界；我們必須隨著變動。扶輪的事蹟應該一再重寫。」

(**This is a changing world; we must be prepared to change with it. The story of Rotary will have to be rewritten again and again.**) 來一再重寫我們扶輪的事蹟。

同時，1959-60 年度國扶輪社長 Harold T. Thomas 對於“個人”的社友的重要也曾提及一段話：

在他老家紐西蘭，有一種令人難以置信的美麗的奇觀。他說細小的螢火蟲所點燃一點針尖般的光亮，像一盞盞若有若無微弱的燭光在黑暗中隱隱地引人注意。尤其，在鐘乳石與石筍的穴頂與潺潺而流的溪水的維特蒙螢火洞中，只要遊客們把他們的火把熄滅並保持靜默，在黑漆而又靜默中，螢火蟲才會開始點燃它們的燭光，一個接著一個亮了起來，最後幾百萬隻都亮了起來。好似將希臘神話中可怕又黑暗的史諦克河谷變成可愛又光輝的光明世界。這種剎那間驚人的變化連蕭伯納都讚嘆不已。

當然，我們都知道每一隻螢火蟲只能有一盞燭光，這是它們所必需的。同時，它又必須要在黑漆而又靜默中，才會開始點燃它們的燭光。然而反觀人類，雖然目前的科技是如此的進步，人文又是如此的鼎盛。人類早已環繞地球，在外太空漫步，同時又可以用電腦網路來連結了整個世界，更能創造另一種虛擬實境電腦世界的文明。好似世界變得比過去更大，人際間變得更加緊密。但是仔細思考一下，從人類有文明以來，對人際間和睦相處的努力，人類在這方面的進步卻是那麼的有限。就拿我們周遭這個繁忙的社會來說，人們的腳步為什麼總是那麼的匆忙？別說是比鄰而居的朋友，就是自己的親人，也少了許多相聚的時間。這種彼此的生疏與冷漠往往會使我們對這個社會感到失望。的確，現在的人與人之間好似都在心中預設了道防線，阻礙了人際間友善的交往。更甚的是，往往又會將人性的善意當成種侵略或騷擾性的不懷好意。因此，對現今這種敵對的思想與宣傳相互攻擊所造成的愚昧和迷亂，不就如同希臘神話中史諦克河谷般是種可怕而又黑暗的世界。而對身處其中的我們扶輪社友來說，不也應如螢火蟲必需要有一點點「善念」的燭光？同時，不也要學一學螢火蟲在黑漆而又靜默中，才會開始點燃它們獨具的燭光。因此，在扶輪服務前先讓我們把所有的念頭都靜一靜，來澄澈一下我們的心。再用我們這個已清澈了的心去傾聽別人的心。才能點燃我們心中好似螢火蟲般微弱『善念』的燭光。再藉著扶輪將各各社友的燭光匯聚成一種燦爛的扶輪光輝，並透過這份扶輪光輝的溫暖不就能將人與人之間不必要冷凝冰凍的防線，自你我心底化開。

同時，我參與扶輪服務這些年來也深深地體會到，每一位社友心中都有份上蒼所厚賜巨大豐沛才智的資源。它就是一種專業知識與智慧，再加上我們對扶輪的那份誠心與承諾的結合體——“**智慧的心**” (*Intelligent Heart*)。而我們每次參與扶輪的服務活動，不也是藉它來提醒我們自己要隨時去矯正自己內心的“**不平衡**”。也就是讓我們不斷地站在他人立場替他人設想，“**來點燃我們內心的火花**” (*Kindle the Spark Within*)。這種「歡歡喜喜」藉著服務來將自己與他人身心結成一體，不但會在德行及精神上獲得增長更會建立我們內心新的平衡與勇氣。同時也會因我們「**甘願承受**」去擔負責任而必須去解決表面上看起來大得不能處理的問題的過程時，我們的力量也會跟著一起增強。所以當我們伸出手去幫助別人時，同時不也就是幫助了我們自己。也如同大作家郝胥黎所說：

**“作為一個人，我們要學習去擺脫自己，**

**並發揮我們生命中神聖及良知的力量來照耀我們自己。”**

這種必須擺脫「自己」來適應他人的這種立場不也就是我們扶輪所特有的。扶輪它不要求個人去接受一種特別經濟理論，來改變他的人生哲學與政治立場，或是去背棄他自己的宗教與信仰；而是要求每位社友相信要去做一位有責任心的公民，要去提高其職業的道德標準，並藉增廣交遊來增加服務他人的機會，以謀求如何去促進生存在一種形體上分裂而實際上又不可能分開的世界上各民族間的瞭解與和平。

在此扶輪 2000 年這個年度既將結束時刻，除了誠摯感謝大家的支持外。對於我自己所承諾的這份**一生一年一次的任務—國際扶輪第 3520 地區總監**。真慶信自己能對扶輪有關“個人”的社友的重要性、必須與如何點燃扶輪獨具的燭光有了上面的一番了悟與堅持，才能真正體會到——

**“人生本是一個過程，最後都是黃土一堆。**

**如果只是計較結果，那就錯過了人生旅途中間沿途美麗的風景。”**

也因為我和愛妻 Becky 於扶輪中有了這樣共同的領悟，所以我們開始珍惜每一個階段的人生。我們尤其珍惜我們於扶輪運動中所共同承諾這份**一生一次一年的任務**。更珍惜在這一年裡的每一天，每一個挑戰，每一位朋友，也珍惜於彼此互動中的每份感動。更何況 Rotary 就是代表種不停的運轉，也有輪流的涵義。因此，在扶輪世界裡每一個職務都是階段性的任務。而我們共同承諾了擔任那終其一生只有一次的機會的總監這個服務的角色與職責。我們想在這一年之內全力以赴不但是我們的責任也是我們的權利，更是我們的福氣。如此「歡歡喜喜」服務他人、「甘願承受」去擔負責任與承受服務過後的任何結果。當我們瞭悉到這種『歡喜做、甘願受』扶輪“**超我服務**”的道理時。在扶輪運動中為他人服務真的竟變成是一件非常快樂的事情。因此，這是為什麼我和 Becky 這一年多以來會做得那麼忙，但卻這麼「興高采烈」、並且真的是那所謂的「**樂在其中**」。

最後，扶輪是所造人的學校、扶輪是個修心養性的道場，它所教導的、所修養的大都是所謂我們自我的修持與自我的成長。也就是說唯有在扶輪運動中真正自我瞭悉與自我領悟到『歡喜做、甘願受』扶輪“**超我服務**”的道理時，才能真正於扶輪中找到快樂與永恆——真正 **Enjoy Rotary “享受扶輪”**。

**“我雖然是僅僅一個人，**

**但我畢竟是一個人。**

**我雖然不能做所有的事情，**

**但是我總可做些事情；**

**應該做的，我就會去做**

**因為我能夠發揮我的影響力。”**

**I am only one,**

**But I am one.**

**I cannot do everything,**

**But I can do something;**

**What I ought to do, I will do**

**because I can make a difference.**

因此，在此鼓勵大家我們應如同 RI 前社長 Tomas 上面所說般去盡一己所能，做我們所能做的事——應用我們具有活力和人格的扶輪服務工作，讓我們永遠站在解決問題的這一方。去「歡歡喜喜」服務他人、去「甘願承受」擔負責任與承受服務過後的任何結果。並要在扶輪服務前先讓我們把所有的念頭都靜一靜，來澄澈一下我們的心。再用我們這個已清澈了的心去傾聽別人的心。才去點燃我們心中好似螢火蟲般微弱『善念』的燭光。我們相信當我們共同點燃我們的燭光時，一定能滲透最黑暗的夜晚，而讓我們看到這個社會還有許多溫馨可愛的地方。同時，更能因為『歡喜做、甘願受』的興高采烈的「樂在扶輪中」而

讓我們擁有分享的愛，

Let us have the love to share,

讓我們擁有看見該做的事的遠見，

Let us have the vision to see what needs to be done,

讓我們擁有創造新夢想的智慧，

Let us have the wisdom to dream new dreams.

讓我們擁有相信的信念。

Let us have the faith to believe



ROTARY 2000: ACT WITH  
CONSISTENCY, CREDIBILITY,  
CONTINUITY

## “高思維” “高科技”

龍騰千禧·擁抱台北，與台北城市相結合

以追尋更大、更廣的扶輪生命共同體來期許



### 國際扶輪第 3520 地區扶輪 2000 年地區年會

時間：2000 年 4 月 15~16 日

地點：台北環亞大飯店

國際扶輪第 3520 地區於 4 月 15~16 日兩日，假環亞大飯店二樓所舉行的扶輪 2000 年地區年會中融合了無限上網科技、人性、靈性並塑造出一種和諧、歡愉“高思維”“高科技”3520 地區所特有扶輪生活化的藝術。而年會就是在與會者依依不捨『感動』的氣氛中，圓滿順利的落了幕。

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*A Message from Governor 2000 Dens (June. 2000)*  
**On New Millennium**

# Love to Serve, Willing to Take

**In the Most Meaningful Year 2000 of Human History  
 The Beginning of New Millennium**

*PDG Dens W. L. Shao, D3520 (1999~2000)*

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***“Though no two of us are likely to express Rotary in the same way,  
 all of us will express it in some way in our daily living.”***

***J. Edd McLaughlin, 1960-61 RI President.***

The past 20 years I have constantly wonder, though Rotary is so successful and so great, why it seems so dependent on each and every individual member? I would say, if without individual member, Rotary would be a bodiless abstraction, or would be a statement of principle on paper or in vision only.

Furthermore, Rotary would be non-existent if individual member cannot express Rotary alone or in front of these around. Thus all what Rotary is and its existence are made possible by individual members. It is to be proud of that Rotarians can express Rotary just as what our 1960-61 RIPP. J. Edd McLaughlin said: “Though no two of us are likely to express Rotary in the same way, all of us will express it in some way in our daily living.” It is so, I believe, because when we become Rotarians, we have reached an agreement with our fellow members under which we have mutually committed to serving and working for peace. This origins from our inside characteristic of goodwill and the consequence of the special community of fellowship unique in Rotary. Therefore, it is natural when Rotarians give on hand service in Rotary projects or activities in Rotary spirit they always excel in performance. Rotary writes its story again and again in the changing world when it serves through the hands of individual Rotarians with fresh thinking and new approaches just as Rotary Founder Paul Harris said: “This is a changing world; we must be prepared to charge with it. The story of Rotary will have to be rewritten again and again.”

The 1959-60 RIP. Harold T. Thomas mentioned of the importance of individual Rotarians. He said: in his hometown in New Zealand there is an incredible wonder. Kind of glowworms live and give needle like dim light in the dark cave, especially in the cave ceiling of stalactite. Only when tourists turn of their flashlights and keep quiet, will they find the worm begins flashing light one by one? At last hundreds of

thousands of the glowworms bright the dark cave, making a charming spectacle, in a way described in the Greek Legend, the Snotck River turned into a lovely and bright world all of a sudden. This marvelous change of darkness and brightness even overjoyed George Bernard Shaw.

We all know that each glowworm can ignite one light, which is needed it. It gives light in the quiet darkness. However, when we see human being, though nowadays the hi-tech is so advanced, civilization is so great that human being can travel around the planet earth and walk in space, human being can link most of us around the world by computer network and is even seeking for furthering the civilization of a computerizing world. It seems our world is becoming bigger and bigger human relations is becoming closer and closer. But when we take a close look at ourselves, we would find our efforts towards making human being to live harmoniously is fruitless. In our community we are so busy that we do not have time to get together with our friends, our neighbors and even with our relatives. We are distant and become indifferent to one another. We are disappointed at the community; in mind we seem to guard against each other that prevent us from developing friendly association. To the worst we are replacing goodwill with aggressive and interfering intention leading to the stupid hostilities. Is it just like the terrible and dark world in the Greek mythology? For Rotarians, are we like the small glowworms in need of the small light of good will? Why not we learn from the small glowworms quietly setting in the darkness before flashing out light. We should calm down to clear our mind before we listen to others and before start serving. We should gather all the lights of Rotarians to make it a torch and use it to melt away each other's cold defensive attitude and to regain our open hearts.

Meantime, I have also learned through services that each Rotarian is gifted with great wisdom that is his professional know-how, a combination of intelligent heart added with our committed dedication. It always reminds that we should adjust the unbalance within and always be thoughtfulness to others to kindle the spark within. The happiness with which we serve would unite oneself with others in body and in mind.

It would not only enhance our moral and courage within but also add to our ability while taking responsibilities with willingness to solve problems that seem most tough. It is thus that when we extend helping hands to others, we help our selves. Just as the great writer Aldous Leonard Huxley said: as a human being we should learn to get rid of selfishness and to make good use of our sacred and intelligent abilities to make ourselves outstanding.

The attitude to get rid of selfishness and to be adapted to others is what Rotary encourages. Rotary does not ask an individual member to accept a special economic theory in order to change his philosophical and political position, or to forsake his religion and belief. Rotary asks Rotarians to be responsible citizens, to enhance ethical standards in business and professions, to develop acquaintance as an opportunity for service and to promote understanding and peace among all peoples on earth.

While Rotary 2000 is to expire soon, I thank all of you for your support. For me, I have committed to the work as governor of district 3520 a once a life and one full year's assignment. I feel most fortunate to be aware of the importance of individual Rotarian and how I should truly realize the wise words: "Life is a passing journey and the final destination is the grave. If one care too much one's gains and losses, he or she is missing the most beautiful parts along the journey."

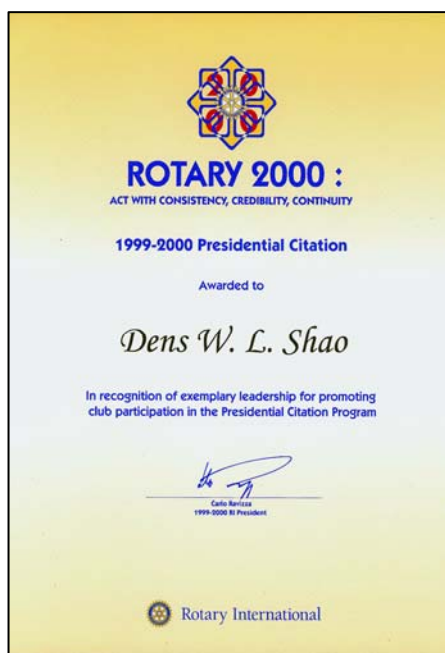
My wife Becky and I understand that meaning of life. We therefore value each period of our journey. We value very much the one year service and once in life Rotary challenge as district governor and each and every Rotary friend; we also value each passing day and each action taken for Rotary is functioning ceaselessly, and on rotation basis. In Rotary each assignment has its periodic term. We both have committed to and accomplished the responsibilities of district and governor's spouse. We regard all our efforts to served this year is our responsibility and our privilege, and our blessings as well. With happiness to serve other and with willingness to take the job we have served well despite any consequences. When we have learned of the Rotary for which we love to serve and willing to take, and the service above self, we are full of joy. It is why Becky has been kept so busy but so joyfully this year. That is with the real happiness she serves.

In conclusion, Rotary is a man making school, a place for self-study and self-culture. It teaches how we develop perseverance and grow through self-culture. Only when realizing the truth: love to serve and willing to take, the service above self, will we really enjoy Rotary.

***I Am only one.  
But I am one.  
I cannot do everything.  
But I can do something;  
What I ought to do, I will do,  
because I can make a difference.***

It is for this reason I encourage we all should do our best as afore instructed by

RIPP. Thomas. Use our Rotary service to solve all the problems, to be joyful to serve others. To be willing to take responsibility in service despite consequences. And before we start serving, we should clam down to clear our mind; and with clear consciousnesses to listen carefully to others and then to kindle the spark within like the small glowworm let out the light of goodwill. I believe when we ignite the light together, it will sure infiltrate into the darkness of the night and let us see with the right there are still so many lovely places in our community. Meantime, with love to serve and willing to take in high glee, we enjoy Rotary. So let us have the love to share, let us have the vision to see what needs to be done, let us have the wisdom to dream new dreams, and let us have the faith to believe.



2000 年 5 月

國際扶輪第 3520 地區地區總監  
邵偉靈

親愛的邵偉靈：

我非常高興能向你恭賀你的地區的傑出成就。你的地區是扶輪世界少數幾個地區內扶輪社 100% 都榮獲 1999-2000 年度社長獎的其中一個地區。事實上，**全世界參與社長獎的地區只有 18% 達到此一標準。**

茲附上一份表彰你的扶輪社有此成就的獎狀。第 3520 地區榮獲特別表揚，當之無愧，我謹此向你致力達成此一挑戰的非凡成就申致我本人的感激之意。

你領導有方、熱誠奉獻對此 1999-2000 扶輪年度的成功貢獻良多，實無庸置疑。請接受我對你潛力以持恆、持守、持續行動所致上的誠懇祝賀與感謝。

國際扶輪社長  
賴唯捨 Carlo Ravizza