

ROTARY DISTRICT 5450 STRATEGIC PLAN



Approved and Adopted by the Executive Committee on the
20 day of April, 2021



ROTARY'S VISION STATEMENT

TOGETHER WE SEE A WORLD
PEOPLE UNITE AND TAKE ACTION
TO CREATE LASTING
CHANGE ACROSS THE GLOBE
IN OUR COMMUNITIES AND IN OURSELVES

As we stand on the cusp of eliminating polio, we find ourselves poised for our next challenge. The time is right to move toward realizing a new vision that brings more people together, increases our impact, and creates lasting change around the world.

To achieve the vision of Rotary International and The Rotary Foundation, we have set four priorities that will direct our work over the next five years.

ROTARY'S STRATEGIC PRIORITIES AND OBJECTIVES

INCREASE OUR IMPACT

- Eradicate polio and leverage the legacy
- Focus our programs and offerings
- Improve our ability to achieve and measure impact

EXPAND OUR REACH

- Grow and diversify our membership and participation
- Create new channels into Rotary
- Increase Rotary's openness and appeal
- Build awareness of our impact and brand

ENHANCE PARTICIPANT ENGAGEMENT

- Support clubs to better engage their members
- Develop a participant-centered approach to deliver value
- Offer new opportunities for personal and professional connection
- Provide leadership development and skills training

INCREASE OUR ABILITY TO ADAPT

- Build a culture of research, innovation, and willingness to take risks
- Streamline governance, structure, and processes
- Review governance to foster more diverse perspectives in decision-making

ROTARY INTERNATIONAL DISTRICT 5450 INC. STRATEGIC PLAN

Increase our impact. Rotary strives to change the lives of others for the better. Our members invest volunteer and financial resources in a broad range of service activities, but we will do a better job of measuring the results and outcomes of our work. So that Rotary can continue to attract members, partners, and donors, we will focus our programs and produce evidence of lasting impact.

Expand our reach. People are seeking ways to make a difference in the world and connect with others. How do we help them find what they are looking for in Rotary? By creating unique opportunities for more people and organizations to get involved. Clubs will always be important. But to extend our global reach, we will expand our current structure with innovative models that welcome more participants into Rotary and give them meaningful ways to unite and take action.

Enhance participant engagement. Because we recognize the challenges our clubs face in today's changing world, Rotary will support our clubs' efforts to deliver an experience that engages and retains members. When we help clubs focus on the experience and value, they give their members, we give Rotarians and other participants the opportunity to serve together, connect with one another, and have a more satisfying experience with Rotary.

Increase our ability to adapt. To achieve our vision and keep pace with changing global trends, our structure and culture must evolve. We will ensure that our operating and governance structures are efficient, flexible, and effective in delivering services to all of our participants.

Specific Strategy for District 5450 and Its Clubs

Rotary International's Strategic Plan with the Four Key Priorities is a good starting point as we formulate our strategic plan for District 5450 and its clubs for the challenging years ahead. However, a more specific analysis of our own District 5450 and its clubs is warranted.

A strategy expert, Richard P. Rumelt, calls the core of good strategy a kernel. He points out that the kernel is not about parsing the differences of the words in vision, mission, goals, strategies, objectives, and tactics. Rather he identifies three elements of the kernel:

1. A diagnosis that describes or explains the nature of the organization's key challenge. The diagnosis should simplify rather than to make more complex the critical aspect of the organization's situation. *What's going on here?*
2. A guiding policy for dealing with the challenge. This is an overall approach to cope with or overcome the obstacles identified.

ROTARY INTERNATIONAL DISTRICT 5450 INC. STRATEGIC PLAN

3. A set of *coherent actions* designed to carry out the guiding policy. These actions must work together to accomplish the guiding policy.

Diagnosis:

Recruitment and retention of members is clearly our primary challenge. Membership in Rotary in District 5450 has been slowly declining over the past few years. This may be influenced by the lack of perceived benefit of membership and/or relatively high cost of belonging both in time and money.

This membership decline may be attributed to changes in the lives of Americans over the last several years. The perceived value of Rotary membership may not be worth their time or expense.

Some other elements are:

- Two income families
- The acknowledged need to balance personal and vocational lives
- Financial stress
- Job insecurity or increasing job churn
- Lasting effects of the pandemic
- Lack of flexibility
- Fit

Dealing with the challenge: A Guiding Policy

Benefits of Rotary membership include satisfaction for being a giver of time and talent to projects benefitting the community, a networking opportunity, developing leadership skills, friendship opportunity and camaraderie.

The good work Rotary does is largely under-publicized and often goes unnoticed. Taking action to publicize and promote the benefits of joining Rotary and the work of Rotary, may address one of the challenges of losing members. The benefit of being a member would also be enhanced.

Often the culture of our organization/clubs does not make membership appealing to a diverse group of people underrepresented by our clubs, including younger people. A guiding policy should include supporting openness to families, as well as diversity, equity, and inclusion to others.

The guiding policy will include supporting alternative membership types and meeting formats. Our current structure does not appeal to many of our target members. We need to offer more flexibility in how and when our clubs meet and in how we define membership

ROTARY INTERNATIONAL DISTRICT 5450 INC. STRATEGIC PLAN

and dues. We must be creative in seeking ways to bring new members from all the communities and age groups within our reach.

District 5450 Guiding Policy:

District 5450 acknowledges that we must provide support and resources to clubs to promote actions that:

- welcome new members.
- retain current members.
- help develop and support publicity.
- help develop and support diversity, equity, and inclusion.
- help develop and support alternative club structures with the goal of reducing time and money commitments.

By increasing the value of time and financial commitment, shining a bright light on the good that 5450 clubs do, promoting Rotary as a networking organization that builds business opportunities, promoting opportunity for new friendships and camaraderie, there is an expectation membership will grow, and clubs will become even stronger and more effective in their communities.

Retaining its members has become a major issue in our District's clubs. A club's good record of retaining its members is a sign that a club has stability and of its general well-being. Members leave Rotary for any number of reasons, some that are beyond the control of club leadership (death, job transfers, etc.). Newer members may leave because they were not adequately informed about the responsibilities of membership, the financial obligations of membership or lack of engagement in club activities. Longer term members may leave because the club's programs or fellowship activities have become inadequate.

Actions to achieve the guiding policy:

Actions to achieve our goal of growing membership, retaining members, and helping our clubs become stronger and more effective include, but are not limited to:

- Specific training that focuses on club culture and welcoming strategies with the intent to attract new members and retain existing members.
- Seminars and distribution of information concerning alternative membership, club types, and costs.
- The District Membership Committee shall be responsible for identifying and helping clubs with retention issues. Assistance may include using of the tools in MyRotary to determine who is leaving the club (tenure of the members) and why members are leaving and then helping club leadership to devise strategies to keep members engaged.

**ROTARY INTERNATIONAL DISTRICT 5450 INC.
STRATEGIC PLAN**

- Recommending the clubs conduct a Club Visioning workshop to set goals and future achievements.
- Re-evaluating our training opportunities, including the development of engaging and relevant training techniques.
- A focus and support on how to use social media effectively for our clubs.
- Enhancements promotion to the 5450-business network website.
- A Public Relations Committee to develop an affordable and cost-effective District "People of Action" or similar media campaign.
- Utilization of Assistant Governors as an additional resource to support and train club leadership.
- Need to develop the "How to's" for "develop and support" mentioned above in Guiding Policies. These need to be specific and measurable.
- Following the District's Diversity, Equity, and Inclusion Policy adopted April 14, 2020 and any amendments.

The Three Essential Elements: Membership, Public Image and Foundation

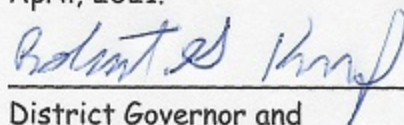
We believe that efforts on membership recruitment and retention, public image, and foundation giving are interrelated: An effective membership program will improve Rotary's public image and will result in more contributions to The Rotary Foundation. Additionally, an effective public image program will result in increased membership and in more contributions to The Rotary Foundation. Finally, an effective foundation grants program will have the effect of increasing membership and enhancing Rotary's public image through noteworthy community and international projects.

Clubs with active service projects in their community can use these projects as another tool in recruitment of new members and utilizing local media to make community members more aware of the benefits of Rotary membership.

Summary

District 5450 leadership has adopted this Strategic Plan to guide District and Club leadership as we look towards our promising future.

Approved and Adopted by the Executive Committee of the Corporation on the 20 day of April, 2021.



District Governor and
President of the Corporation



Secretary of the Corporation