Rotary International District 6270 (Southeast Wisconsin)
Strategic Planning Committee
Survey on Strategic Planning (2019)
Report of Results
Jeffrey Reed, Chair
April 11, 2019 (revision 1)

EXECUTIVE SUMMARY

In February 2019, Rotarians in District 6270 were invited to provide input on the future in a brief six-question survey. The survey was organized around the 2018 RI/TRF Strategic Priorities. A total of 412 Rotarians (15% of district members) responded to the survey.

Respondents indicated that the District is generally doing well in the areas of communication, support of local clubs, supporting projects, supporting service, offering grants to enhance the work of clubs, encouraging partnership and collaboration, and providing training.

Respondents offered encouragement and suggestions for improvement in a number of areas. Responses were aligned with and supported the four RI/TRF Strategic Priorities: Increase our Impact, Expand our Reach, Enhance participant Engagement, and Increase our ability to Adapt

The ten most frequently mentioned areas for improvement were

- Improvements in communication with the clubs and with Rotarians,
- Increased sharing of best practices,
- District initiatives and support for clubs in improving the Public Image of Rotary,
- Enhanced support for collaboration among clubs, with other organizations and with the district,
- Increased flexibility in membership and club activities,
- Increased sharing of the stories of successes of clubs with projects and service,
- Increased and enhanced flexible training in many areas,
- More support for clubs in all areas of membership activities,
- Continued and expanded support for grants, and
- More opportunities for fellowship and networking among clubs and across the district.

The full report provides detail on feedback provided by Rotarians.

Survey on Strategic Planning (2019)

<u>REPORT</u>

The new Vision statement for Rotary International and The Rotary Foundation (RI/TRF) is:

> <u>**Vision:**</u> *Together, we see a world where people unite and take action to create lasting change - across the globe, in our communities, and in ourselves.*

RI/TRF have identified four strategic priorities for the next five years:

- Increase our Impact
- Expand our Reach
- Enhance participant Engagement
- Increase our ability to Adapt

Overall Summary of Results (High Level)

Comments in response to the five questions about areas for improvement were summarized by category and then grouped by category. Over 100 separate categories were used. Collapsing across the five major areas for improvement the following were the 20 categories of concern mentioned most frequently.

Rank	Improvement Areas	Comments Combined (Frequency)	Q2 Top (Freq)	Q3 Top (Freq)	Q4 Top (Freq)	Q5 Top (Freq)	Q6 Top (Freq)
1	Communication	107	23	20	10	37	14
2	Best Practice Sharing	88	29	7	26	22	
3	Public Image improvement	85	36	28	14	6	
4	Collaboration	72	30	30	8		
5	Membership Flexibility	67	32		24	11	
6	Success Story Sharing	67		32	16	10	
7	Training	55	22		10	23	
8	Membership Support	53		14	30		5
9	Grants	47	8	38			
10	Fellowship	38	5		19		10
11	Projects	38	12	18	11		
12	Club Culture	32			11	10	10
13	Programs	26			11		6
14	Technology	26	6			12	7
15	Flexibility	23				20	
16	Social Media	18	11			5	
17	Young Members	18	8			10	
18	Service	15	7		6		
19	Engagement	14			8		
20	Advertising	13	5	5			

** Note: questions with less than 5 in a category were not included, so some categories may not sum to the total in "Combined Comments."

POSITIVES – Areas of success

Question One in the survey asked "***What does our District do well to achieve the vision of Rotary***?" Categories of response that occurred most frequently were (with response frequency), with several examples of comments:

67 = Communication. Comments include:
- Communicates news about District 6270;
- Communication to clubs what the District is doing;
- Promotes communication and education on Rotary;
- Communicates activities/successes/needs;
- Keeps its members informed on new initiatives and programs;
- Communicate with leaders;
- Shares global news, activities, team work, goals & success stories.

51 = Community / Local Support. Comments include:
- Serves our local community;
- Focused on community first;
- Support the community as a united business professional group;
- Offers members opportunity to participate projects that helps our local communities;
- Support local events and fundraisers.

40 = Projects. Comments include:
- Great projects and activity domestically and internationally; support international projects;
- Significant projects that impact the community;
- International projects that improve living conditions and build bridges of understanding;
- Group trips to less fortunate countries to assist with humanitarian projects;
- We are good at taking actions that make a difference.

32 = Service. Comments include:
- Give back to the community we serve;
- Service projects are fun;
- Service opportunities are what distinguish us from the crowd;
- Initiatives to improve our communities and serve groups and individuals in positive and life-changing ways.

28 = Grants. Comments include:
- Provide help to local clubs through district grants;
- Helping clubs with their service projects;
- Create international projects through global grants.

20 = Collaboration. Comments include:
- Encourages the exchange of ideas, embraces projects locally and internationally;
- Opportunities to cross pollinate ideas between clubs;
- Work cooperatively with other community organizations;
- Great involvement with local school district, Support of local food pantries;
- Recognition of local teachers, law enforcement and fire officials.

19 = Training. Comments include:

- Training of club leaders and members;
- Good seminars;
- District provides consistent leadership development for incoming Presidents;
- Meaningful training;
- PETS is one of the best things that the District does.

14 = Youth. Comments include:
- Helps student exchange with foreign countries;
- World Affairs Seminar;
- Continuing to support the RYE is important;
- Increasing involvement of young leaders at district level;
- Provide student scholarships;
- Offers Peace Scholarships.

12 = Leadership. Comments include:
- Provides leadership, inspiration and support to member clubs;
- Meets with us as a club;
- Allows us to achieve our goals;
- Prepare district leadership to carry on the work of RI.

AREAS for IMPROVEMENT

Strategic Priority: Expand our Reach

Question Two in the survey asked "***What can District 6270 do to help you and your club to Expand the Reach of Rotary using innovative models creating opportunities for more people to become involved in making a difference***?"

> RI/TRF note that: People are seeking ways to make a difference in the world and connect with others. How do we help them find what they're 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'll expand our current structure with innovative models that welcome more participants into Rotary and give them meaningful ways to unite and take action.
>
> RI/TRF Objectives
>
> o   Grow and diversify our membership and participation
> o   Create new channels into Rotary
> o   Increase Rotary's openness and appeal
> o   Build awareness of our impact and brand

Categories of response that occurred most frequently in the survey were (with response frequency), with several examples of comments:

36 = Public Image. Comments include:
- Build awareness of our impact and Brand;
- Create awareness of who Rotary really is;
- Be more proactive in social media;
- Continue to tell the stories of what Rotarians are doing;
- Advertise more maybe by media;

- Better marketing tactics to generate the value and causes of the club;
- Use social media to find conscientious young professionals whose personal values match Rotary's values;
- Get the word out as to what our clubs are involved in making a difference in lives in the community and around the world;
- Host District- wide events or events in specific areas of the region for the public to learn about Rotary;
- More advertising like you did with billboards and in theaters a few years ago;
- Step up public relations activities and resources; updated media lists in various towns and areas;
- District needs to allocate more funds to PR;
- Marketing to people between 30 and 45.

32 = Membership Flexibility. Comments include:
- Continue being flexible and innovative in regards to club meeting scheduling and requirements;
- Consider alternative memberships such as community service membership;
- District representatives could contact larger employers to explain Rotary;
- Keep encouraging clubs to try new things, like flexible meeting schedules, satellite clubs, corporate memberships, different kinds of membership plans, passport clubs, eClubs, after hours clubs;
- Quit harping on recruiting certain age groups - most young people who joined our club fizzled out - no time, no money, just something on their resume;
- Offering discount / scholarship for membership fees;
- Encourage changes to dues structures.

30 = Collaboration. Comments include:
- Provide more encouragement for collaboration among clubs;
- Promote opportunities for clubs in the same county/area to work cooperatively with one another and get together more frequently;
- Assist us in organizing area wide rotary initiatives;
- Global projects with cooperative efforts among clubs;
- District-wide initiatives to have a bigger impact;
- Partner with a nonprofit or educational institution to provide more opportunity for often neglected populations;
- More coordination and communication of what clubs in district are doing - how to get more clubs to work together;
- District Wide Service projects that community members can be invited to participate in;
- Help get more Clubs working together toward a specific goal;
- I would love to see more intra-club collaborations - I am aware of at least 4 projects in or near Guatemala City just by clubs in District 6270;
- Invite non-Rotarians to participate in community development and improvement projects.

29 = Best Practice Sharing. Comments include:
- Continue to communicate the successes, needs and activities of Rotary;
- Share the national and international best practices;

- Continue to share ideas about recruiting more new members;
- Give us new ideas and models to use;
- Provide a tool kit specialized for our area to attract new members.

23 = Communication. Comments include:
- Educating us on opportunities available to the club, and things that we can do - sometimes we do not know what others are doing that we might be able to help make a success;
- Communicate the value of the district & its impact;
- reports could be shared on the 620 website;
- District Representatives need to come down to the club levels to inform local members more about Rotary on a global level;
- Explaining what the vision is and why to new Rotarians;
- Having a tool (or process) to make it easier to invite people to become acquainted with Rotary;
- Help us educate our members, new & old, on the results of the RI Foundation;
- You have provided guidance to club Presidents but I'm not sure what other things are available to individuals who have not served as a club president.

22 = Training. Comments include:
- Keep doing trainings and conferences;
- Additional training sessions during the work day;
- More hands on training;
- Help provide a club-specific snapshot or PLAN to reach our long term goals;
- More online training for membership growth, public relations;
- Provide a tech savvy person to guide clubs on how to use social media;
- Provide a template or model for a local event;
- Provide moderators for strategic planning for clubs;
- Provide trainings/workshops to make us aware of engagement opportunities and strategies;
- Recruitment training.

12 = Projects. Comments include:
- Start with a project that we all can get behind;
- Develop a district wide project;
- Establish some on-going service initiatives District-wide;
- Help us move our membership toward more substantive projects;
- We need to take on more local projects to assist our communities - these projects will also attract the attention of younger community members as possible new members;
- Encourage more local projects that address community needs;
- Indoor Ride to End Polio, to coincide with District 5500's El Tour de Tucson Ride to End Polio effort.

11 = Social Media. Comments include:
- District wide social media plan;
- Expand our social media presence;
- Give an award for social media focus on Rotary;
- Increased use of social media and instant communication technologies;

- More info on social media and outreach to younger potential Rotarians;
- More social media during any Rotary event even meetings.

8 = Grants. Comments include:
- Continue to provide seed monies for innovation;
- Help with global grants;
- Leveraging - interest, resources and funding from other organizations to meet common goals;
- Make sure the processes for getting district and international grants are accessible and transparent.

8 = Youth. Comments include:
- Encourage more participation on the district level...especially by newer/younger members;
- Help drawing younger business/volunteers;
- Help with World Affairs Seminar in terms of funding and support;
- Recruit younger members.

7 = Membership Recruitment. Comments include:
- Try to simplify outreach activities;
- Develop marketing materials to help with recruitment;
- Give us ideas how to promote and what people to target;
- Help us identify local candidates for membership;
- Maybe incentivize growth of clubs;
- Creative ways to engage more people of all ages.

7 = Service. Comments include:
- More hands-on volunteer opportunities;
- Provide exploratory opportunities for individuals looking for community and international service;
- More direct community involvement through volunteer time and scheduled activities beyond just giving money.

6 = Technology. Comments include:
- Hire copywriter at the district level to help clubs improve their marketing; Integrate a more tech focused presence within the district;
- Push (via an app) information on community service or International service;
- Technology and branding support;
- Work with clubs to have them pool their resources to invest in better web site technology;
- Use more modern tools for social media, training & collaboration;
- Teach our club(s) how to better utilize technology and social media to get the message out.

5 = Advertising. Comments include:
- Facebook and television ads about rotary and making a difference;
- More dollars for advertising.

5 = Fellowship. Comments include:
- Encourage clubs in our Areas to do more events or social activities and network;
- Have more family friendly events;
- Each club have one meeting a quarter devoted to bringing new guests.

5 = Leadership

- Better leadership at the club level;
- Continue to support the individual clubs with their leadership;
- Be careful of lifelong re-tread of leadership as this becomes exclusive as opposed to inclusive and fosters things becoming stagnant as opposed to healthy advancement.

Strategic Priority: Increase our Impact

Question Three asked "*What can District 6270 do to help you and your club to Increase the Impact of Rotary in improving the lives of others*?"

RI/TRF note that: 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'll focus our programs and produce evidence of lasting impact.

RI/TRF Objectives:

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

Categories of response that occurred most frequently were, with several examples of comments:

38 = Grants. Comments include:
- Continue district grants;
- More grant money for justified projects;
- Promoting Global Grants in our own communities - I have yet to see a global grant come through that is destined for the USA;
- Funding for unique service projects;
- Streamline and simplify the grant process;
- District awards and grants are out of the reach of a small club;
- Keep doing matching grants;
- Making the grant process quicker and done within the year would be great;
- Follow the written guidelines for District Grants;
- Expand the District Grant Allowance for projects;
- Help write grants for our international projects;
- Help us understand how we can access District grant money.

32 = Success Stories. Comments include:
- Give examples of what other clubs are doing in their communities;
- Help us promote what our club(s)/District is doing now;
- Help provide ideas of successful projects;
- Share ideas from other districts;
- Provide a summary of what other clubs are doing so we can use those ideas or join to be part of a larger project;
- Getting club presidents and club speaker programmers to use program time as teachable moments in clubs;

- Provide brief testimonial e-mailed to each Rotarian about a specific project of a specific club.... each month to remind us why Rotary is so important;
- Put a face to the program, share pictures, stories and information of what has been done;
- Stories from other clubs of how they impacted lives of others;
- Publish the ongoing projects of clubs in 6270;
- District list each club's projects and area of focus/who it serves to allow clubs with similar projects to connect and share information.

30 = Collaboration. Comments include:
- Support coordination of multi-club initiatives;
- Supporting the organization of collaborative club service events for greater turnout and presence;
- More pooled resources in focused areas to help directly address problems or economic development, or human concerns;
- Increase sharing of Social Media and local clubs working together;
- Summary of what other clubs are doing so we can join;
- Suggestions for partnering with other Rotaries;
- More distribution of information about the projects of our member clubs, so other clubs could participate;
- District wide initiatives;
- Help bridge communication between clubs who are working on similar projects;
- Let us know if there are other clubs that need partners for international projects.

28 = Public Image. Comments include:
- We need to advertise better what we do and who we do it for;
- Spread the history of Rotary;
- Regional marketing campaigns to raise the profile of Rotary within our communities;
- Advertise and promote more - people still don't get what Rotary is and does both locally and on a national and international basis;
- We can do a better job of advertising that events are for Rotary and money raised goes back into the community;
- Short videos, promos;
- Reach out to churches and groups about Rotary: go to high schools talking to principals about having Rotary clubs and promote opportunities, exposures to the world and experiences of learning and have student involvement.

20 = Communication. Comments include:
- Acknowledge that Rotary is a WORLD WIDE organization NOT ONLY LOCAL!! Help us understand and utilize the programs and projects of Rotary;
- Make us aware of projects other clubs have open;
- Make all clubs aware of the ongoing projects that are open for new resources;
- Keep informing clubs about things like matching grants and exchanges and youth centered activities;
- Get the word out about Rotary Fellowships;
- More targeted communication on how local clubs can utilize district grants to support local projects;

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- Quarterly or monthly video messages addressing clubs so there is more connection / interaction between the district and our club;
- Help with obtaining Corporate support.

18 = Projects. Comments include:
- District-wide local project;
- District-wide focus;
- Take an active leadership role in driving projects and programs;
- District-wide push to collect food, school supplies, etc. with goals per club;
- Help us understand how to support and participate in international projects - especially smaller ones;
- Direct our money where it is needed most - mental illness, hunger, injustice;
- More service projects;
- Provide leadership and develop actual projects that will deal with problem area around the world;
- Strategic use of resources for a targeted purpose - like improving reading scores;
- District-wide theme of support for local clubs to adopt and work toward;
- A few big high impact District service projects that will get the general population attention as well as inspire current Rotarians;
- Another District-wide project like the RI tree planting initiative.

14 = Membership Support. Comments include:
- Help with member recruiting to assist club growth;
- Provide tips to better involve newer, younger Rotarians; District tracking the movement of Interactors and Rotaractors so that when they land in our towns, our members snatch them up;
- What Rotary is (should be) and how it functions need to be completely rethought;
- Fireside Chat for the WHOLE CLUB - especially for those that never been to one;
- Provide mentorship and feedback opportunities to club members.

8 = Fundraising. Comments include:
- Finding compelling ways to get more contributions to the Annual Fund from members, businesses and community;
- Help with fundraising ideas;
- Help locate matches for funds to be used locally;
- Fundraiser at the district level.

7 = Best Practice Sharing. Comments include:
- Keep bringing us examples of what other Clubs have done successfully so we don't feel we need to reinvent the wheel;
- Better sharing of good ideas from clubs;
- Provide models for local Clubs working together;
- Provide specific suggestions on how to improve our impact globally.

5 = Advertising. Comments include:
- Supply more advertising promoting the positives of rotary and why it's so important;

- When an event is planned the District can help to advertise the event to draw more attendees.

5 = Assess Needs. Comments include:
- Reach out to local resources for list of needs and focus on a few;
- Research area needs;
- Look at issues of need that are common to all our clubs, i.e.- homelessness, poverty, human trafficking;
- Create a mechanism to capture community needs within the district so that a club or clubs can work to address them.

5 = Club Support. Comments include:
- Revitalize clubs that are dying;
- Support club leaders;
- Help in developing a locally focused strategic plan;
- Better leadership at the club level;
- Help us develop strategies to support the needs in our communities.

Strategic Priority: Enhance participant Engagement

Question Four asked "***What can District 6270 do to help you and your club to Enhance Rotary participant Engagement, participation and retention?***"

> RI/TRF note that: 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.
>
> RI/TRF Objectives
>
> o   Support clubs to better engage their members
> o   Develop a participant-centered approach to deliver value
> o   Offer new opportunities for personal and professional connection
> o   Provide leadership development and skills training

Categories of response that occurred most frequently were, with several examples of comments:

30 = Membership Support. Comments include:
- Tools to use in the club;
- Tools to get people to stay engaged;
- Encourage clubs in areas to work together with membership development and networking;
- Have meetings for open to PM's (prospective members);
- More extensive orientation activities for new members - mentorship programs and activities;
- 6270 membership chair visit each club;
- Dissemination of Rotary Intl information; workshops for small clubs and online clubs;
- Tip sheets on how to retain members;
- Club self-assessment surveys;
- Educational materials or a framework for new members, e.g. a new member's handbook or series of videos;
- Make the process of joining a Club less complicated;

- Rotarians from the district to make a presentation to clubs on ideas for engagement and retention.

26 = Best Practice Sharing. Comments include:
- Share best practices across clubs;
- Be a clearinghouse for ideas from clubs;
- Share what works;
- Share ideas;
- Tell clubs what other clubs are doing;
- Encourage visiting other clubs.

24 = Membership Flexibility. Comments include:
- Change the traditional meeting times and formats;
- Too many rules that don't make sense; change requirements of attending meetings;
- Re-examine the ideas of who is eligible for membership;
- Revise membership dues schedules;
- Consider holding meetings every other week rather than weekly;
- Make Rotary more affordable for younger members;
- Make meetings more relevant and timely;
- Relax the rules of attendance and shift to higher expectation of community service;
- Making clubs more action orientated;
- Continue to support different membership options;
- Less demands and requirements.

19 = Fellowship. Comments include:
- Facilitate more district-wide events;
- Group activities and events for fellowship held in all areas of the district - Brewers/Bucks, waterparks, dinner benefits, u-pick farms, hiking events, Road America! Tour de RA, other Sheboygan fun stuff, 5K races, etc.;
- Emphasis on fun, family, and friendship;
- Run new member get together where we can send our new members, along with someone from our membership committee, to meet other new members from around the district;
- Promote social interaction within/ among clubs;
- District sponsored social event with a networking opportunity and some informational speaker or panel (model = SHRM).

16 = Success Stories. Comments include:
- Give us good examples of successful Clubs and what they have done;
- Continued showcase of world and local involvement;
- Demonstrate/highlight clubs who have implemented innovative models;
- Brainstorming and idea exchanges;
- Weekly (video) reports about projects - like newsletter;
- Send us little speech snippets that Presidents can use at meetings - 5 minute topics;
- Keep us informed what's working for other clubs.

14 = Public image. Comments include:
- Assist with building awareness;

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- Provide "swiss cheesecake" templates for PSA's;
- Make website more user friendly and engaging;
- Help publicize the Rotary work in the district;
- Help our club(s) to promote what we do well in our local communities and internationally;
- Sponsor public service announcements;
- More advertising.

11 = Club Culture. Comments include:
- Make greater efforts to build a club family and to keep members engaged;
- Coach long term members on ways to be more inclusive and welcoming;
- Encourage Clubs to try new ideas to keep things fresh;
- Be sure the meeting is welcoming;
- Get rid of head tables for leaders and circulate with your members;
- Get rid of Members who push partisan politics within clubs;
- Create an educational environment within a social meeting atmosphere;
- Attend a Club meeting and offer suggestions for improvement / involvement.

11 = Programs. Comments include:
- Sponsor guest speakers;
- Bring speaker in to several Rotaries in an area;
- Recommend good programs;
- District 6270 personnel could give presentations at various Rotary clubs.

11 = Projects. Comments include:
- Good projects;
- Promote smaller local activities of civic engagement;
- Projects that excite people;
- Better more hands on service projects at Club level;
- District-wide initiatives and projects.

10 = Club Support. Comments include:
- Bring some training directly to clubs;
- Attend a Club meeting and offer suggestions for improvement / involvement;
- Considering a Service Club Summit in our community - could use a facilitator for that meeting;
- Help us develop committees (need structure and training);
- Come to meetings more often;
- More outreach to clubs.

10 = Communication. Comments include:
- Communication of District activities to membership;
- Communicate opportunities for members; Communication between the Rotary Foundation and Clubs needs to be improved - a simple 10 minute video every quarter or semi-annually about the successes around the World would help;
- If the members knew more about what is going on at the District level, that would be helpful;
- Show the bigger picture of Rotary in the world so the average Rotarian knows that they are welcome;
- Meet more often with clubs to update what is happening at RI level.

10 = Training. Comments include:
- Club leadership development; Ensure accessibility by making training available in different venues, including online;
- Streamline PETs to eliminate the 100 mile travel over a long weekend - for those with a disability you make it impossible;
- Better training sessions at District Events;
- Foster more meaningful District seminars and Zone events;
- It should be conveyed to our club that it is extremely important for all new officers to immediately be informed of pertinent information, activities, duties, responsibilities, advantages, and expectations in the club so they will have a sense of direction on what, when, where and how to begin as a knowledgeable and productive member in the club prior to deadlines;
- Scholarships be available for people who can't afford to do friendship exchanges or trainings but would make good use of connections made and share their knowledge with others in the district;
- A lot is spent for training and conferences for people at top - they already know everything, filter some of that down to give more members these opportunities.

8 = Collaboration. Comments include:
- Need to have more clubs working together on projects;
- District wide, multi club projects;
- Programs managed by the District open to all clubs;
- Sponsor relevant conferences and other experiences to match the mission/vision statement;
- Having some larger efforts with ways club members can easily participate would be helpful;
- Identify projects which require collaboration.

8 = Engagement. Comments include:
- Connect with younger members;
- Offer a broader view of Rotary - heightening involvement, aiding vision, sharing the broader rotary excitement;
- Get new members involved in a project or committee right away.

6 = Networking. Comments include:
- More networking and social events;
- Have businesses more involved;
- Keep sharing events and communication with clubs;
- Encourage using one another's businesses;
- Be sure people see personal benefit in Rotary.

5 = Service. Comments include:
- Focus more on getting people to help with projects and less about attending meetings;
- Focus less on fundraising efforts among the clubs and more on community involvement and vocational application;
- Provide recognition for service hours or service related participation;
- Delete 'Service Above Self' - promote self-care within our clubs and only then can we serve others.

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Strategic Priority: Increase our ability to Adapt

Question Five asked *"What can the District do to help you and your club to increase the ability of Rotary and clubs to Adapt, keeping pace with changing trends?"*

> RI/TRF note that: To achieve our vision and keep pace with changing global trends, our structure and culture must evolve. We'll ensure that our operating and governance structures are efficient, flexible, and effective in delivering services to all of our participants.
>
> RI/TRF Objectives:
>
> o Build a culture of research, innovation, and willingness to take risks
> o Streamline governance, structure, and processes
> o Review governance to foster more diverse perspectives in decision-making

Categories of response that occurred most frequently were, with several examples of comments:

37 = Communication. Comments include:
- Continue to be transparent about funds available for projects;
- Continue to let us know what are the trends;
- Have a trend setters workshop every fall;
- Online discussion communities and fora;
- Monthly tips to local club leadership;
- More use of electronic communications and social media;
- Let each club know where Rotaract Clubs are.

23 = Training. Comments include:
- Social media training;
- Power point training;
- Social media expert available for presentations at clubs throughout the district;
- Workshops on using the newer technologies;
- Training for club officers on changing trends and how we can adapt;
- Require club officers go through training on Club Central;
- More instruction and opportunities to use/experience technology;
- Workshops to help understand where our community is headed.

22 = Best Practice Sharing. Comments include:
- Look outside Rotary to organizations with memberships that are engaged and doing things in the community and highlight their model;
- Continue to share ideas and stories related to things that have worked with other clubs;
- Share information and research with clubs;
- Share ideas throughout the district with clubs;
- Keep clubs informed of changing trends that are keys to success;
- Offer webinar(s) featuring "best practices";
- Change things that need to be changed - documents, outdated traditions, being culturally sensitive.

20 = Flexibility. Comments include:
- Accept new ideas from clubs;
- Invite more business people;

- Change time of meeting;
- Change and diversity is good;
- Be open to trying different things;
- Webinars or training events on the trends;
- Encourage non-traditional means of having meetings.

12 = Technology. Comments include:
- More cyber security;
- Online technology;
- Have website templates, PR/marketing templates, and weekly club newsletter templates;
- Continue/expand use of technology platforms for sharing and connecting Rotarians - Make it easy for clubs to adopt/use;
- Do Rotary meetings online or facetime;
- Mobile application.

11 = Membership Flexibility. Comments include:
- Have an holistic digital and tech focused approach to membership growth and engagement;
- Time of meetings, cost of meetings and how often the occur;
- More online training and meetings;
- Innovative membership models.

10 = Club Culture. Comments include:
- Rotary is still viewed as an old white guys club who have meetings once a week for lunch, discussing the good old days and then block any changes;
- Young members get burned out quickly because they handle most of the work;
- Attendance rules have lost us good members;
- Be more creative with our meeting structure;
- Our club and the neighboring club both have shrinking numbers - we should combine - the club needs to be shaken up, too many are set in old ways.

10 = Success Stories. Comments include:
- Publish success stories of alternative projects, club types, meeting types;
- Give us more social media and web content that is easily shareable;
- Show how clubs have changed;
- Keep letting us know about success other clubs or districts are having.

10 = Young Members. Comments include:
- Push for younger professionals to join and hold positions;
- Highlight the aspirations of the 25-35 age group;
- Younger leadership who can speak to their peers.

6 = Club Support. Comments include:
- Lend support to clubs;
- Make experts of social media available and research by RI known;
- Have resource people available in the changing trends areas;
- Provide actual social media support not just advice or web Instruction.

6 = Public image. Comments include:
- Updates on the website, Facebook, and topics to discuss at meetings;

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- Women need to be in leadership roles;
- Support for new websites - out with ClubRunner;
- More online presence touting our accomplishments and involvement.

5 = Social Media. Comments include:
- Podcasts, YouTube presence;
- Offer tips to improve the local use of social media;
- More frequent, small social media updates;
- Supply social media support.

Other Comments

Question Six asked "***Do you have any additional suggestions for enhancements in District 6270 and its support for clubs***?"

Categories of response that occurred most frequently were, with several examples of comments:

14 = Communication. Comments include:
- Push more information out to members and clubs' websites to promote what's going well in the District;
- Get information to our members about what the District does;
- Make the local clubs be aware of rotary beyond their city limits;
- Continue to update us at the club level; Communication to the clubs on what you can offer them;
- Most people don't have any idea what the district does – first tell us, so we can respond.

11 = Reach Out. Comments include:
- Engage more non officers of clubs with the District activities;
- Come to the clubs instead of making its members come to a location other than their home town;
- Bring back either Fall seminar or Spring assembly training opportunities;
- More visits to local chapters from top board leaders with presentations live about what the district is doing;
- Place more focus on the non leaders, the silent worker, supporter;
- Have more district leaders and committee leaders visit clubs in addition to DG.

10 = Club Culture. Comments include:
- Eliminate religion from the meetings (prayers);
- Listen to Bob Dylan's, "The Times, They Are A'Changin";
- Help to keep boards moving on - some people sink any new ideas only because they " always do this or that in their way";
- Help clubs find ways to be innovative and relevant;
- Give them a new set of ideas, guidelines, and suggested ways to get involved.

10 = Fellowship. Comments include:
- Promote inter-club events once a quarter;
- Early morning coffee clutches in various locations so we get to know members from other clubs;

- Cocktail hour;
- More district wide fun/social opportunities;
- A lot of our club traditions have died;
- More events and opportunities for joint club participation.

7 = Technology. Comments include:
- Make sure every form that needs to be filled out is an online fillable form;
- Considered use of "webinar" technologies to encourage digital participation by Rotarians who cannot physically attend District meetings/events;
- The Rotary District will become the new Rotary clubs where instant messaging will bring 200 people to accomplish a task in days that would have taken months.

6 = Programs. Comments include:
- Have a District sources to talk about use of technology;
- Pass along successful meeting speaker subjects and presenters;
- District-wide list of Rotarian speakers.

5 = Area Mini-Conferences. Comments include:
- Quarterly zone meetings with club presidents;
- Mini-conferences within the district by having 2-4 clubs meet together;
- Joint meetings between clubs.

5 = Membership Support. Comments include:
- New member training needs a boost;
- Training on flex memberships;
- Learn how this younger generation differs from past memberships.

METHOD

Survey
A brief survey was constructed, leveraging the four Strategic Directions contained in the new RI/TRF Vision Statement/Strategic Directions Document.
The survey included a total of six free response questions, in addition to five demographic questions.
Questions asked were:
1. What does our District do well to achieve the vision of Rotary?
2. What can District 6270 do to help you and your club to *Expand the Reach* of Rotary using innovative models creating opportunities for more people to become involved in making a difference?
3. What can District 6270 do to help you and your club to *Increase the Impact* of Rotary in improving the lives of others?
4. What can District 6270 do to help you and your club to Enhance Rotary *participant Engagement*, participation and retention?
5. What can District 6270 do to help you and your club to Increase the ability of Rotary to *Adapt*, keeping pace with changing trends?
6. Do you have any *additional suggestions* for enhancements in District 6270 and its support for clubs?

Process
The survey was implemented using the web based SurveyMonkey tool.

An e-mail invitation to participate was sent on February 5, 2019, to all Rotarians in District 6270 for whom the District has an e-mail address.   Additionally, a request was made to the club president and secretary for those clubs in the district either not using ClubRunner, or for whom many e-mail addresses are not included in the District member directory.

On February 10, a request was sent to Presidents-Elect, many of whom attended PETS Orientation, asking them to reminder club members of the survey and requesting participation.

On February 17, a reminder message was sent to all Rotarians in District 6270 for whom the District has an e-mail address.

On February 24, a reminder message was sent to all Rotarians in District 6270 for whom the District has an e-mail address and informing them that the survey would close on February 28.

On March 4, 2019, the survey was closed.   Data were downloaded from SurveyMonkey on March 4. Analysis ensued - comments being assigned to categories then grouped into categories and ordered by frequency of category response.

Sample

Responses were received from a total of 412 participants, a 15% response rate (as of February 15, 2019, about 2,740 Rotarians from District 6270 could have participated).

The completion rate was 81%, that is, not all people provided demographic information or answered all of the questions.

Responses by week are shown in the table below.

2/4/2019	2/11/2019	2/18/2019	2/25/2019	TOTAL
155	113	95	50	412

Gender of respondents was

140 = Females	212 = Males	59 = Unknown

Age of Respondents was

3 = 30 or under	20 = 30 to 39	39 = 40 to 49	
71 = 50 to 59	122 = 60 to 69	97 = 70 or older	58 = Unknown

Years as a Rotarian of respondents was

22 = less than one	36 = 1 to 2 years	49 = 3 to 5 years	
49 = 6 to 10 years	88 = 11 to 20 years	113 = more than 20 years	57 = Unknown

Current Role in Rotary was

163 = Rotarian	167 = Club Leader	22 = District Leader	58 = Unknown

Past Roles in Rotary was

105 = Rotarian	190 = Club Leader	43 = District Leader	72 = Unknown