



ROTARY INTERNATIONAL®

STRATEGIC PLAN

PROGRESS REPORT

JANUARY 2013



THE MISSION OF ROTARY INTERNATIONAL is to provide service to others, promote integrity, and advance world understanding, goodwill, and peace through our fellowship of business, professional, and community leaders.



Rotary in the 21st Century

The strategic plan provides a road map for Rotary's future, ensuring its prominent position on the world stage as an organization known and respected for its good work worldwide. With the plan's priorities as a touchstone, Rotary will remain a premiere service organization with strong clubs and a thriving Rotary Foundation that supports the humanitarian work of Rotarians in 34,000 communities.

Rotary's strategic plan is evolving along with the dreams and desires of Rotarians. Regular input from Rotarians through surveys, focus groups, committees, and meetings shapes the framework of our strategic plan, the path that will help us realize our dreams.

Since 2010, the RI Board has championed and delivered a coordinated group of exciting resources and tools for clubs

and districts, which are designed to reach Rotary's goals in our three strategic priorities: support and strengthen clubs, focus and increase humanitarian service, and enhance public image and awareness. These priorities represent the heart of Rotary — who Rotarians are and what we do.

Rotary is moving forward, but it can't make progress without its clubs. It is up to club members to use these new resources to plan for the future, be innovative, strengthen their clubs, increase their humanitarian service, and tell the world about Rotary.

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but it can't make progress
without its clubs.**

RI Strategic Plan

Rotary's strategic plan identifies three strategic priorities supported by 16 goals.

Support and Strengthen Clubs

- Foster club innovation and flexibility
- Encourage clubs to participate in a variety of service activities
- Promote membership diversity
- Improve member recruitment and retention
- Develop leaders
- Start new clubs
- Encourage strategic planning at club and district levels

Focus and Increase Humanitarian Service

- Eradicate polio
- Increase sustainable service focused on
 - New Generations programs
 - The six areas of focus
- Increase collaboration and connection with other organizations
- Create significant projects both locally and internationally

Enhance Public Image and Awareness

- Unify image and brand awareness
- Publicize action-oriented service
- Promote core values
- Emphasize vocational service
- Encourage clubs to promote their networking opportunities and signature activities



Message from the President

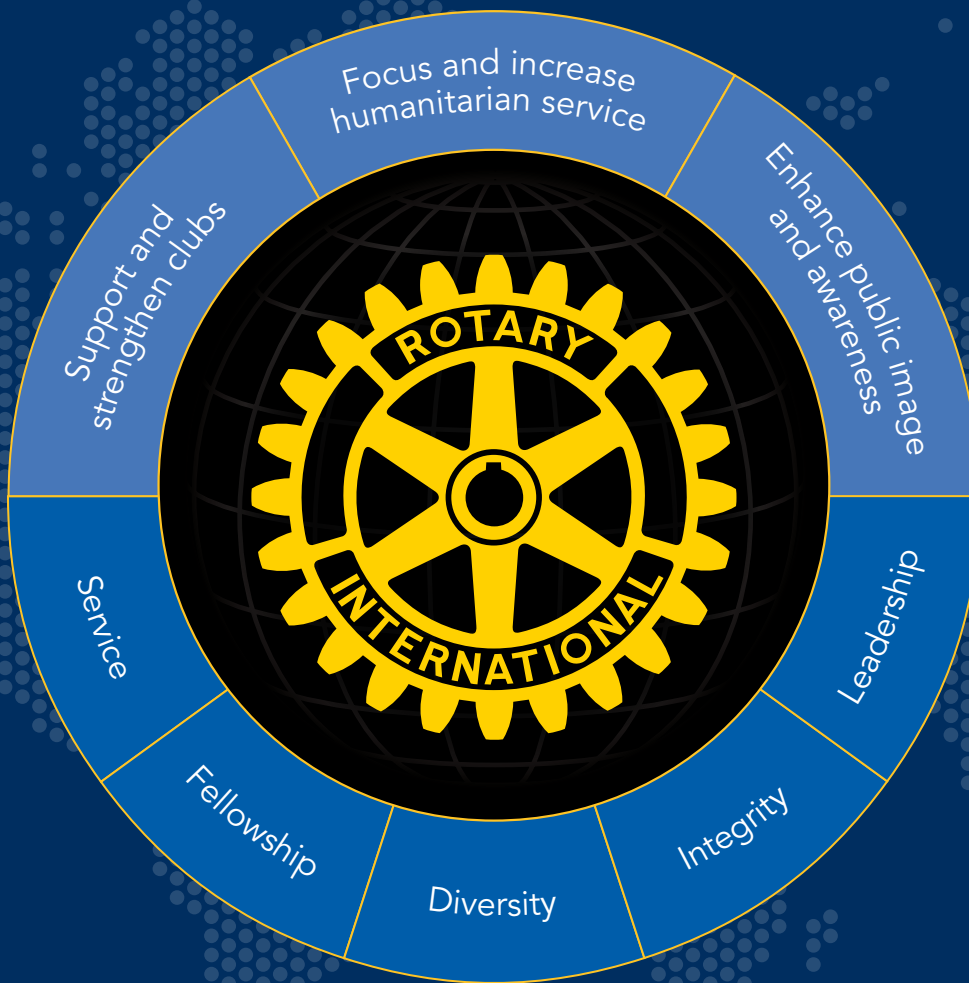
In business and in life, in order to get where you want to be, you have to know where you are going.

When we set clear goals, and measure our progress toward them, we understand ourselves better. We can take better advantage of our strengths and better address our challenges. By working together throughout our organization, toward the same goals, we are all able to maximize our success.

This is why we have made the decision to follow the strategic plan as the road map for our organization. It is there to guide us and to keep us all on the path to Rotary success.

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Sakuji Tanaka
RI President, 2012-13



Support and Strengthen Clubs

Rotary is its clubs. Our goals within this strategic priority focus on club innovation and flexibility, to better enable clubs to expand membership, develop leaders, increase diversity, and engage in long-term planning. Strong, robust, and productive clubs will help Rotary grow and contribute to a thriving Rotary family.

New resources are available to help clubs and districts align their activities with Rotary's goals. The Rotary coordinator

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program puts membership experts in the field to assist districts and clubs. Rotary Club Central, an online planning tool, helps clubs and districts set goals, track accomplishments, and analyze their membership, service, and public

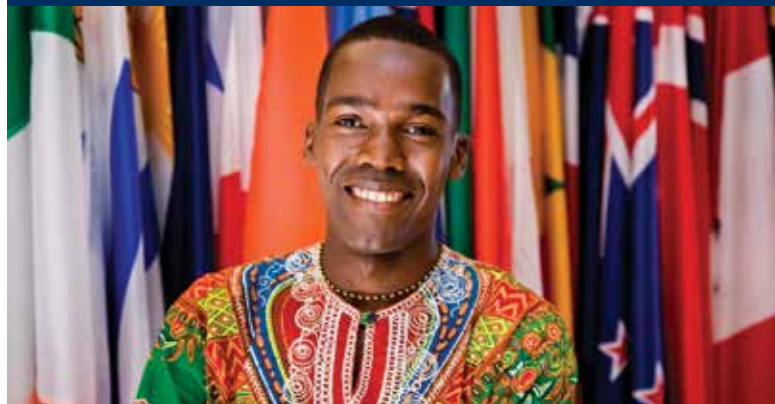
relations data over several years. Since its introduction in July 2012, thousands of clubs have begun using Rotary Club Central to plan for the future.

Also in 2012, the RI Board appointed Rotarian teams to develop regional membership plans that address retention and growth issues within local cultures. Collectively, these regional plans are expected to help Rotary achieve its target of 1.3 million members worldwide by June 2015. You can find these regional plans to attract new members, get them involved, and keep them engaged on www.rotary.org.



"Keeping Rotary strong and growing is every Rotarian's responsibility. The strategic priorities provide a road map for clubs to achieve that goal."

— Duane R. Sterling,
2012-13 chair of the RI Strategic Planning Committee





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

— Paul Harris, founder of Rotary



Focus and Increase Humanitarian Service

Rotary’s success in polio eradication continues: In 2012, there were 65 percent fewer new polio cases worldwide by October than in the same period one year earlier. As of October 2012, India had passed 18 months without a new polio case and remained off the World Health Organization’s list of polio-endemic countries.

In July 2013, Rotary will launch a new Foundation grant model — known as Future Vision — that will streamline and simplify the grant process, and promote sustainable, significant projects within six areas of focus. Rotarians will have improved access to grant funding and more opportunities to collaborate with new partners and organizations. Regional Rotary Foundation coordinators are helping clubs and districts transition to the new grant model.

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Surveys taken in 2009 and 2012 revealed that Rotarians overwhelmingly cite service as their unifying purpose, and they want Rotary to help clubs and districts share their ideas, experiences, and projects with one another. In response, Rotary has developed a social business strategy: a suite of electronic tools to help Rotarians connect and share ideas and resources.

Already, members of the Rotary family are posting projects on Rotary Showcase and sharing them through social media. An idea platform for active collaboration and an app store for sharing resources and tools are currently in development.

Enhance Public Image and Awareness

Public image and awareness goals are focused on enhancing brand image and publicizing our strengths — our core values, our humanitarian and vocational service — both locally and internationally. Strengthening Rotary's brand is a critical project. Our brand is not the Rotary wheel or our motto: Our brand is who we are, what Rotary does, and why it matters. Guided by a committee of senior leaders, this initiative supports Rotary's goals by building on Rotary's strengths: service, personal connections, leadership, and community and global impact.

Rotary will become known worldwide as the service organization of choice.

Rotary's website provides important news and information, and it is where many newcomers first encounter Rotary. To make this crucial communication channel more effective, www.rotary.org

is being redesigned. The new website will provide a balanced view of Rotary, furnish the different kinds of information the public and members need, and serve those with local and global interests.

Rotary public image coordinators offer support and guidance to help districts with public relations and communications efforts. Funding for Public Image Grants increased in 2010, and multiyear PI grant applications rose by 21 percent between 2011 and 2012. The PI grants program has proved to have a tremendous return on investment: For every dollar awarded, Rotary receives over \$3 in value from contributions and in-kind donations.

Strategic Planning and You

Long-term planning helps Rotary clubs and districts be more effective. In a recent survey, districts and clubs with strategic plans reported higher levels of improvement in membership development, retention, and public image than clubs without plans. More than half of all clubs that aligned their plans with Rotary's strategic priorities reported that their clubs changed for the better.

The three priorities of the Rotary Strategic Plan offer a framework of what clubs and districts can do to grow the Rotary movement. The following resources are available to help you to:

- Create a strategic plan for your club. Log in to Member Access to use Rotary Club Central.
- Develop a club leadership plan. *Be a Vibrant Club: Your Club Leadership Plan* (245) and *Leadership Development: Your Guide to Starting a Program* (250) are both available at shop.rotary.org.
- Complete an e-learning module about Rotary's strategic priorities and how clubs can align their activities with Rotary's strategic plan goals. Visit learn.rotary.org to find out more about the Foundation's new grant model. Get information and resources at www.rotary.org/grants.
- Post your favorite club or district project on Rotary Showcase and share your Rotary service with the world. Visit www.rotary.org/showcase.
- Apply for a single or multidistrict Public Image Grant. See www.rotary.org for information.

One club's success is Rotary's success.



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