



ROTARY INTERNATIONAL®

# STRATEGIC PLAN

PROGRESS REPORT

MAY 2012



## 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.



## Introduction

When the Rotary International Board of Directors endorsed the organization's revised strategic plan, it marked a milestone in an ongoing, and critically important, process.

Members of the RI Board's Strategic Planning Committee oversaw a comprehensive effort that included surveying 14,000 Rotarians about Rotary's priorities, holding focus groups to assess Rotary's image in different countries and cultures, and analyzing Rotary's strengths, weaknesses, opportunities, and challenges.

The results of this research led the committee to identify three strategic priorities, each of equal importance to Rotary's future.

The RI Board ensured that the revised plan encompasses the core values — service, fellowship, diversity, integrity, and leadership — that drive the intent and direction of Rotary International.

The plan also encompasses

Rotary's core essence statement: *A worldwide network of inspired individuals who translate their passions into relevant social causes to change lives in communities.*

Rotary is a worldwide network of inspired individuals who translate their passions into relevant social causes to change lives in communities.

By aligning Rotary's strategic priorities with its core values and setting measurable goals for achieving those priorities, the RI Strategic Plan charts a clear course for the future of the world's first service organization. As a result, all Rotarians have a framework in which they can reach their full potential for *Service Above Self*.

# 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

Every Rotarian has a story and a vision for Rotary's future. Collectively, we have defined Rotary's objectives through our Strategic Plan: a roadmap that helps us to keep in mind our shared priorities and goals, and to evaluate the progress we are making toward them.

Rotary is an international organization with a vast reach. Yet its strengths are local, and this is why we are working to regionalize aspects of Rotary, such as membership plans, in response to local needs and culture. Social networks and other online tools are key to building a younger membership and keeping Rotary strong in the long-term. And focusing on our public image, so that Rotary's good work is recognized, is critical to our future — for in Rotary, as in life, success begets success.

A handwritten signature in black ink that reads "Kalyan Banerjee". The signature is written in a cursive style with a horizontal line underneath the name.

Kalyan Banerjee  
RI President, 2011-12

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Focus and increase  
humanitarian service

Enhance public image  
and awareness

Leadership

Integrity

Diversity

Fellowship

Service

Support and  
strengthen clubs



ROTARY INTERNATIONAL®

## Support and Strengthen Clubs

The success of Rotary is a direct reflection of the successes of the 34,000 Rotary clubs, which are located in almost every country in the world. More than 1.2 million Rotarians worldwide form a global network of business leaders and other professionals who are committed to serving their communities and advancing the core values of Rotary.

Dynamic clubs attract new members, invigorate existing members, and motivate up-and-coming leaders. Rotary's vitality increases as clubs become more innovative, for it's through the ideas and energy of club leaders that Rotary can meet the needs of a changing world. For example, when Rotarians saw the need

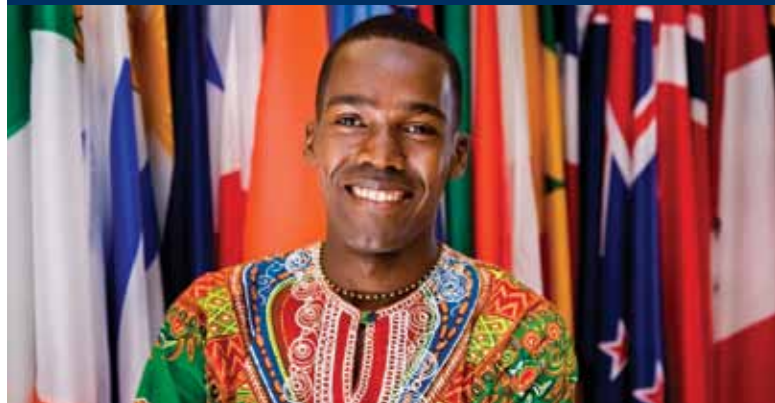
for e-clubs, they paved the way to make this new kind of Rotary club a reality.

Rotary has always emphasized the importance of diversity in clubs and the need for clubs to engage in a wide variety of service activities. RI is committed to helping each club strategically determine the service projects and activities that best suit the needs of its community and the interests of its members.



“Rotary must change its culture from one of attendance to one of engagement.”

— Stuart B. Heal, 2010-12 chair of the RI Strategic Planning Committee





“This is a changing world; we must be prepared to change with it.”

— Paul Harris, founder of Rotary



## Focus and Increase Humanitarian Service

As a spearheading partner of the Global Polio Eradication Initiative, Rotary worked with the World Health Organization, UNICEF, and the U.S. Centers for Disease Control and Prevention to reduce the worldwide rate of polio infection by 99 percent. When the Bill & Melinda Gates Foundation issued its US\$200 million challenge, Rotarians responded with enthusiasm and generosity, bringing us closer to the ultimate goal of eradication.

With the global recognition earned through our polio eradication efforts, Rotary is forming new partnerships with other leading organizations to enhance the effectiveness of Rotarian-led humanitarian service projects.

Rotary continues to emphasize New Generations service, encouraging current Rotarians to reach out to cultivate and inspire the Rotarians of the future. In addition, Rotary and its

Foundation are unifying their strategic direction by promoting sustainable projects in six areas of focus: peace and conflict prevention/resolution, disease prevention and treatment, water and sanitation, maternal and child health, basic education and literacy, and economic and community development. These areas recognize the interests of Rotarians and build on Rotary’s long history of successful service projects.

With the global recognition earned through our polio eradication efforts, Rotary is forming new partnerships.

## Enhance Public Image and Awareness

In today's fast-paced and media-driven society, an organization that doesn't promote itself will soon be left behind. From publicizing local Rotary club service projects and fundraisers to raising Rotary International's profile on the global stage, this strategic priority is key to ensuring Rotary's long-term success.

All around the world, Rotarians are continually doing good in their communities. Telling Rotary's many success stories is central to helping the general public understand what Rotary is all about. From providing customizable public service announcements to offering a daily RSS feed with Rotary news to prominently displaying our End Polio Now message on Rotary's anniversary,

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

Rotarians recognition around the world. Rotary clubs, in turn, will increasingly become known as dynamic, action oriented, and committed to helping others both locally and globally. Overall, this strategic priority will ensure that Rotary will become known worldwide as the service organization of choice.

RI is committed to helping Rotarians tell the story of Rotary. Rotary's leadership in the efforts to eradicate polio — which will be only the second disease ever to be eradicated — will earn

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Rotary International made significant progress in its three strategic priorities since the last report.

### Support and Strengthen Clubs

Rotary continues to enhance current resources and develop new ones to support clubs in their membership and operating activities.

Development continues on the RI Board-approved Rotary Club Central, a program to gather data to help clubs and districts with annual and long-term planning and to capture global activities.

### Focus and Increase Humanitarian Service

Polio cases declined by 55 percent in 2011 compared to 2010. As of 13 January 2012, India had not reported a case of polio for more than one year.

Rotarians raised US\$204.3 million toward Rotary's Polio Challenge as of 17 February 2012.

Halfway through the three-year Future Vision pilot, 327 innovative projects and 164 district grants have been approved, with a total funding of over \$28 million. Valuable lessons from the pilot are improving The Rotary Foundation's new grant-making model.

RI launched Rotary Showcase, a new social media application that lets Rotarians broadcast information on service projects through Rotary.org as well as share it with Facebook friends.

### Enhance Public Image and Awareness

RI launched a revitalization initiative to refine its image and increase awareness of Rotary worldwide.

Use of social media (Facebook, Twitter, LinkedIn, and YouTube) increased an overall 11 percent from July to December 2011.

RI completed a strategic evaluation of Rotary's digital presence, and is preparing to implement a plan that will include a social business strategy and a redesign of Rotary.org.



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