

Rotary District 5020

Strategic Plan

Version 4

**Draft – for review by the District Council
By email in March, 2008**

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1 INTRODUCTION

1.1 Plan Purpose

The plan provides a framework for the way the District's leaders will use the District's resources and abilities over the next few years. In addition, the process of making and reviewing the plan helps to develop, within the District's leadership, a general consensus that will assist in making decisions between plan reviews.

A Royal Bank Letter had this advice: "Planning focuses attention on what you really want to accomplish, and what you really want to do with your resources and abilities." The key point is that resources and abilities are always limited: no District can possibly act on all of the good ideas that occur to someone. A District must focus on work that it can actually do and that will do it the most good.

Within Rotary, the Plan has another important purpose: at the RI level, the Plan is used to determine whether the President Elect's "program is consistent with the strategic plan" (By Law 16.100). In other words, the RI PE is undertaking to create a program that will implement the strategic plan; not to take RI off in some other direction. Similarly, our District Plan should guide the DGE in formulating her program. This constraint is not harsh because the DGE will have led a review of the Plan shortly before taking office and that review might have made some broadly-supported changes.

1.2 Initial Planning Process

Norm Watts, Joan Firkins, and David Stocks prepared the Version 1 of this document. It was circulated to members of District Council for review. DCO members sent comments to David, who used that advice to create Version 2. District Council had a second cycle of review in early February. Comments from that review were used to create Version 3. Version 3 was reviewed in a workshop at the District Council meeting on 22-23 February. The resulting Version 4 is now being circulated for review and comment.

1.3 Annual Planning Process

The Plan should be reviewed annually. The DGE should conduct a plan review before taking office; perhaps in January. The DGE could then present the revised Plan at the February DCO meeting for comment and approval. The approved Plan could then be used at DLTA and PETS to provide guidance to the incoming Club leaders. When the DGE becomes the DG, she will execute the Plan and the new DGE will gather ideas for the next Plan review.

1.4 Relationship Between RI, District, and Clubs

RI defines itself as "a worldwide association of Rotary Clubs". RI has created sub-divisions called Districts for convenience. Districts are part of RI and cannot operate in any way that is inconsistent with RI's strategic plan.

According to the RI Manual Of Procedure, "A district is a group of Rotary clubs in a geographical area that are linked for administrative purposes. The activities and organization of a Rotary district exist solely to help the individual Rotary club advance the Object of Rotary and should not diminish services provided by Rotary clubs and individual Rotarians."

This indicates that each Club is autonomous. As long as it is acting in a manner consistent with the standard Club constitution and suitable by laws, each Club can chart its own path. Therefore, the District Plan does not impose conditions on Clubs: it only plans for the use of District resources.

1.5 Plan Structure

This plan is organized in four parts as described below.

1.5.1 Part 1 District Definition.

The District Definition contains a set of high-level statements about why the District exists and what (in general) it is trying to do. The leaders must share a common understanding at this high level so they will be better able to reach consensus on lower-level, concrete, decisions. Typical components of a "definition" include Mission, Vision, Values (also called Beliefs, Constraints, or Operating Principles), Critical Success Factors, and Strategic Drivers. Often, the Mission, Vision, and Values are sufficient.

The MISSION statement deals with WHAT the District is trying to achieve at the highest level. It is a single sentence that defines "success" for the District. A Mission is often constrained by time or geography. The central theme of a Mission statement is called a tag line.

The VISION statement describes a perfect world in which the Mission is being achieved "in spades". The District might never achieve all of the Vision but it needs to describe the conditions that will exist when it is successful so it will recognize success when it is achieved. Many Vision statements are expressed as "We imagine a time when:" followed by a list of phrases that describe the conditions at the imagined future time.

The VALUES act to focus the District's behaviour along lines that are most likely to achieve the Mission.

1.5.2 Part 2 Current Assessment.

The Current Assessment considers:

- an ideal District situation (called the Target Environment);
- the existing District situation (the Current Environment); and
- the Gap between those two.

An Environment consists of several resources such as Organization, People, Information, Facilities, Processes, and Money. These elements must be in balance for the District to operate successfully. If any of these elements changes, then one or more other element must change.

We want to identify what the District **could be** doing, what the District **is** doing, and **The Gap** between the two. We need to see if there are reasons for the District to change its organization or its behaviour. The reasons for change can often be revealed by analyzing the District in light of various analytical models. One useful model is a SWOT (i.e., an analysis of Strengths, Weaknesses, Opportunities, and Threats). One reason for change might be an opportunity for improvement (e.g., in communicating with stakeholders about the health of the District). Another reason for change might be to take advantage of a change to the status quo (e.g., a new financial issue or constraint).

1.5.3 Part 3 Migration Strategy.

The word "migration" implies a journey; not a destination. The Migration Strategy describes a set of Initiatives that the District could undertake in order to achieve its Mission. Each Initiative is a broad strategic thrust that the District's leaders intend to concentrate on over the next few years. The District should concentrate on about three Initiatives at any time.

Each Initiative should be divided into a few Projects. Some projects can be completed in a few months, but many projects will continue for up to a year. Projects will be further divided into Tasks that can be completed in a month or two. A Task can be assigned to a specific person for completion by a specific date.

Commitment to the Migration Strategy implies that every District activity must be effective in support of one or more of the Initiatives. This focus will require some discipline because there are lots of good ideas for District activities. The District can't implement every good idea as soon as someone thinks of it. The District must stick to its chosen path until there is a formal decision to change the path.

1.5.4 Part 4 Action Plans.

The Action Plans are the set of specific Projects and Tasks that the District has decided to undertake in support of the Initiatives. The Action Plans will specify WHO will do WHAT by WHEN using what RESOURCES. Action Plans should be based on a realistic assessment of available resources.

The first three parts of the Plan will be revisited annually. However, the Action Plans will change quite frequently as projects are completed and new projects are started. Therefore, the Action Plans are published as a separate document

1.6 Sources and Definitions

Some of the material in this Plan is derived from the following sources:

- RI Strategic Plan,
- RI Constitution,
- RI By Laws,
- 2007 Manual Of Procedure,
- District 5020 Policy Manual.

All of these documents are available on the RI web site (www.rotary.org) or the District web site (www.rotary5020.org). Other valuable sources include informal publications such as The ABCs of Rotary and Frank Talk. Reviewers are invited to become familiar with these documents to ensure that our District Plan is well-founded.

In this Plan we use these definitions:

- Goal - a Goal as a large achievement or state that might never be reached.
- Objective – a bit of progress toward a Goal. Objectives should be Specific, Measurable, Achievable, Realistic, and Time-bound, i.e., SMART.

2 DISTRICT DEFINITION

2.1 Clients

District 5020 serves the following Clients:

- Clubs in 5020;
- individual Rotarians in 5020;
- Rotaract, Interact, and Youth participants;
- TRF Alumni
- Rotary International.

2.2 Mission

The mission of District 5020 is to assist our Clubs to provide service to others, to promote high ethical standards, and to advance world understanding, goodwill, and peace through the fellowship of all Rotarians.

2.3 Vision

In keeping with the Object of Rotary, the Vision for District 5020 is to have all clubs provide service to both their local and international communities, their vocation, and their Club. Members will feel that being Rotarians furthers their individual needs and aspirations. Each Club will have vitality with all members participating in Club projects. As a result, membership will grow and Rotary will be known and respected by all in the community.

We look forward to a time when the following conditions will be evident:

- Our Club leadership will be well trained to administer at the Club level by attending District and Area Leadership Training Assemblies and other training events.
- Many Rotarians will be well trained to undertake service activities within local and international communities.
- Every Rotarian will be inspired to understand and support the goals of their Club, Rotary International, and The Rotary Foundation.
- We will have a large group of Rotarians who wish to serve at the District level.
- We will have a growing membership within all Clubs of the District.
- We will facilitate communications between Clubs, District, and Rotary International.

2.4 Core Values

In light of the above, and following the outline in the RI Strategic Plan 2007-10, the following Core Values are indicated for District 5020:

Core values represent the guiding principles of the District's culture, including what guides members' priorities and actions within the District. Values are an important component in strategic planning because they drive the intent and direction of the District's leadership.

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Each Core Value has a rationale that, in most cases, is obvious. Each Core Value also has implications for the behaviour of all members of the District. For example, if we really place high value on Service, then the District should create structures and processes to assist Club members with their service projects.

To discover the implications from a Core Value, it is useful to ask “So what?” If the answer is “So nothing”, then we should question the validity of the Core Value.

Service

We believe that our service activities and programs enhance our communities and bring about greater world understanding and peace. Service is a major element of our mission. Through the plans and actions of individual Clubs, we create a culture of service throughout our organization that provides unparalleled opportunities for those who serve.

Fellowship

We believe that the power of combined efforts knows no limitation, multiplies resources, and broadens our lives and perspectives. Fellowship should be enhanced within Clubs and between Clubs. We believe that each Club meeting should provide opportunities for fellowship and that friendship is the cornerstone of every great Rotary Club.

Diversity

We believe Rotary unifies all people behind the ideal of service. We encourage diversity of vocations, ethnicity, and other human characteristics within our membership. Diversity leads to tolerance and transcends racial, national, and other boundaries. A club that reflects the diversity of its business and professional community is more likely to succeed.

Integrity

We are committed to, and expect, accountability from ourselves, our leaders, and fellow members, both in the results of our efforts and in the processes we use to accomplish our goals. We adhere to high ethical and professional standards in our work and personal relationships. We are fair and respectful in our interactions, and we conscientiously steward the resources entrusted to us. We promote high ethical standards in the community at large.

Leadership

We are a fellowship of individuals who strive for leadership in our fields of endeavour. We believe in the importance of leadership development and in leadership as a quality of our members. As Rotarians, we are leaders in implementing our core values in our communities and especially in the youth of our communities.

All of these Core Values are reflected in the Object of Rotary and The Four-Way Test, which we use in our daily lives. They inspire us to foster and support the ideal of service for developing and maintaining high ethical standards in human relations.

3 CURRENT ASSESSMENT

3.1 SWOT Model

A SWOT model consists of answers to these two-part questions:

- What are our Strengths, and how are we capitalizing on them?
- What are our Weaknesses, and how are we addressing them?
- What Opportunities exist externally, and how are we exploiting them?
- What Threats exist externally, and how are we neutralizing them?

Not all DCO members agree with this SWOT model. Some of these items are more closely related to Clubs than to District. Further, some factors appear in more than one category (e.g., our District's TRF donation history). However, careful consideration of these points should indicate some fruitful areas for action by District.

3.1.1 Strengths

How could we capitalize on the following Strengths?

People

- Outstanding, well-intentioned members, who can accomplish amazing things once they commit. *We must facilitate the release of the great energies and talents of our members.*
- A variety of members willing to work at the District level. Good history of encouraging Rotarians to get involved at the District level. *We should have a roster of Rotarians who have volunteered to serve above the Club.*
- We have an active Foundation committee and generous Rotarians who continue give every year. *We should publicise and celebrate the great achievements of TRF.*

Processes

- The District is run in a professional cost-effective manner. We have a very strong management team, including strong Service Chairs and committees.
- Excellent communication from District leaders to District Council and to Club Presidents. *We should encourage Club Presidents to pass on the information that they receive.*
- District commitment to a PR plan.
- AGs who are active in their areas and PETS. AGs working with Club Presidents and getting them together on a regular basis makes the areas strong and the District stronger.
- Strong programs for youth, including Rotaract, Interact, RYLA, Scholarships, Youth Exchange, and Adventures. We also support youth through other organizations such as Boys & Girls Clubs. *We should create a database of youth whom we have supported and encourage them to stay involved with Rotary. Youth would like to be connected via hands-on work and via modern means such as YouTube.*
- Excellent training and support for club officers and committee members.
- District membership number is reasonably stable.

3.1.2 Weaknesses

How could we address the following Weaknesses, many of which apply to our clubs rather than to the District itself?

Communications

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- Communications from District do not necessarily reach the Club members. *We should encourage Club leaders to pass on relevant information.*
- Despite email and the Internet, communication within the District is weak; sometimes too much, sometimes too little. *There is no chance for the District to make 5,100 members happy with the volume and topics of communications. We should distribute a large amount of information and allow members to use their Delete keys.*
- District provides excellent learning opportunities (e.g., DLTA, WCS Seminars) but many Rotarians do not know what is being offered nor why they should learn. To overcome complacency, we might need more input from clubs on what they want for training at the DLTA and other events. *In addition to seeking input from Clubs, we should generate a desire to learn by emphasising the potential power of Rotary above the Club level.*
- Despite strong support from District and RI personnel, some Rotarians know little about District Simplified Grants and TRF Matching Grants. *District offers TRF Grant training at DLTA. The District Grant co-ordinator is extremely helpful. It is not clear what else we can do.*
- Some members are wary of the mere mention of District. There is too much of a separation between Club and District. We need to change the perception of District. A District Conference or the DLTA only touches 300 or so of our 5,100 Rotarians. *Perhaps District leaders (such as committee chairs) could visit clubs more often in a relatively informal way. That would expose club members to some excellent people without the strain of a DG's official visit.*

Public Relations

- We are not doing enough to raise public awareness about the work that Rotary does at home and around the world. *We intend to do more PR. DG Norm's Goals address this weakness.*

Leadership

- Club leaders do not delegate work effectively so too many members remain "on the bench". *District could offer basic training in leadership and team building.*
- Some leaders place too much emphasis on exhorting groups of members to work (e.g., to make donations, or to recruit new members) and not enough emphasis on one-one-one persuasion, including dealing with obstacles. *District could offer training in different leadership styles.*
- There is too much emphasis on the relatively abstract concept of building strong, healthy clubs and not enough emphasis on the concrete matter of delivering value to individual Rotarians. *We should work on helping members to "feel that being Rotarians furthers their individual needs and aspirations", in accordance with our Vision.*
- Too many clubs rely on "who will do it" rather than having a bank of potential leaders.
- In too many cases, decisions are made by one person without benefit of committee consultation. The decision is presented to the other members of the committee, who say OK, but are left feeling not involved and not needed. *Leadership training is indicated for several of these Weaknesses.*
- Too little transfer of skills and knowledge from long-serving members to newer members.
- We do not give younger members enough opportunity to lead early in their Rotary membership.
- Poor retention of newer Rotarians.
- Our average age is too high: we have not made Rotary attractive to younger people.

- Not enough emphasis on having fun (while doing good works).

The Rotary Foundation

- We have a high average annual donation to TRF, but it is coming from only 50% of our members. Some Cubs do not contribute anything to TRF. *To increase both participation and total donations, we should stress the beneficial outcomes from TRF's work*

Money

- Some clubs are too expensive for some Rotarians. A few decades ago, employers would gladly pay for Rotary costs. That is less common now. *We should encourage clubs to reduce their initiation fees and annual dues.*
- Too many clubs participate in "cheque writing" projects rather than "hands on" projects. *We should encourage clubs to create opportunities for non-monetary service projects.*

3.1.3 Opportunities

How could we exploit the following Opportunities?

- Some media might develop articles about Rotary's good works if we feed them solid press releases and story lines (i.e., if we do some of their work for them). *We could create a committee to write and distribute press releases.*
- Better PR could increase our membership and might attract donations to TRF from the general public. *We intend to increase our PR efforts.*
- There is an increasing pool of Foundation Alumni, Rotaractors, and former Interactors who could be recruited into Rotary. *We should create a database of these people and encourage them to join us.*
- We should invest more time in the 2nd Avenue of service; bringing the Four-Way Test, or ethics, to the community. *We should encourage Clubs to introduce ethics into local schools. RI can supply materials for such interventions.*

3.1.4 Threats

How could we neutralise the following Threats?

- Other agencies that try to serve humanity, including partner agencies that seem to offer better fulfillment and satisfaction to our members. For example, a person can volunteer at the local food bank to get both satisfaction and fellowship at zero cost. *We provide a wider variety of local service projects and our international reach.*
- Other organizations that offer business networking, (e.g., Zonta International) even if they do not also offer the satisfaction of service (e.g., Masons, Business Network International). *We should encourage tasteful business networking in Rotary.*
- The common perception that Rotary is a bunch of rich old men. *We should recruit younger members and females.*

3.2 Resources

We should consider the resources that the District uses to accomplish its work. Do we have these resources in sufficient quality and quantity?

3.2.1 Organization

- Our two-nation structure underscores "the International" in our organization's name.
- We need a District office to handle RI business and serve our clubs.
- AGs should have a smaller span of control: not more than 5 clubs.

3.2.2 People

- So many good young members in our district who should be given every chance to learn more about Rotary and take on leadership roles.
- Training and orientation is critical to keep our members involved.

3.3.3 Information

- There is a good deal of Rotary and district information to share: we should seek ways to do a better job of sharing.
- We should have a video library for clubs to borrow from.
- The biggest need is around TRF opportunities and grants.
- Some Presidents send out to their members all the Rotary info that they receive: this is too much and becomes spam.
- Some information could trigger better performance. For example, some districts tell clubs how much they donated three years ago. Those clubs are thereby challenged to devise a project that would use “their” money in a DSG.

3.3.4 Facilities

- Clubs must use the meeting facilities available in their communities: this is a constraint in some communities.
- We need a District office.
- Love the Empress
- Appreciate alternating back and forth across the Strait for District meetings.
- It is often difficult to find a venue for large gatherings like DLTA and Conference.

3.3.5 Processes

- The District processes are rather streamlined, with patterns that are already in place.
- Our WCS workshops might do more on good training for Rotarians who wish to do service work overseas.
- The process of establishing our Youth Policy between the two countries illustrated how well we could solve difficult issues in a two-country district.
- Multi-club projects could have a bigger impact on our communities and could generate more PR for Rotary. Perhaps District could facilitate inter-club cooperation.
- District should assist Clubs to change their by-laws to be consistent with RI’s multi-year emphasis and to incorporate an annual process to extend their long-range plans.
- District should incorporate an annual process to review and extend its long-range plan.
- The article titled The Future Vision Plan in the March 2008 Rotarian indicates that districts will have a larger role in “decision making and administration” of TRF funds at the district level. This indicates a greater need for a district administrative capability – perhaps an office.

3.3.6 Money

- We have good revenue and a sound budget.
- We need to hold the line on District dues and keep down the cost of DLTA, Conference, workshops, and similar events.

3 MIGRATION STRATEGY

The DCO should define three to five Initiatives that require attention from District leaders. The Initiatives do not deal with normal District functions but with management of the changes that the District expects to experience. Potential migration Initiatives are:

1. District Administration
2. Public Relations
3. Membership
4. Planning

Each Initiative has an "Owner" on the DCO who will report on progress. Each Owner will recruit other Rotarians as needed, thereby getting the work done and developing new leaders. The Owners will divide the Initiatives into Projects showing how the Initiatives will be pursued over the next year or two. Projects will last 3 months to 12 months. Project Managers will divide the Projects into Tasks. Tasks are discrete, concrete, steps that can be completed within a few weeks.

3.1 District Administration Initiative – Owner =

This deals with developing plans for a District Office. The rationale includes establishing a reliable source of consistent administrative support for the DG and DCO.

Numerous administrative tasks must be executed every year. Without consistent administrative support, each incoming DG and DCO must re-invent appropriate tools, processes, and controls. A District office could avoid that work and would allow the District to become “a learning organization”.

Based on the 2007-2008 experience, the District Office would be managed by a Chair of District Administration & Club Service. The administrative functions could be performed by that Chair or by a non-Rotarian Administrator. In any case, the Administrator would need excellent skills with office software such as Word, Excel, PowerPoint, and email. It might be beneficial if the Administrator also had skills in more advanced software such as Publisher and a Content Manager for changes to the District web site.

The District Office could be responsible for duties such as:

- Produce the annual District Resource Directory.
- Produce the weekly District Digest and similar routine emails such as Foundation Facts.
- Organize transportation for events such as RYLA, DLTA, PETS, and the Conference.
- Assist the Youth Exchange and GSE programs, including transportation issues.
- Manage District mailings including producing labels.
- Manage production and distribution of the District Newsletter.
- Manage the District library of resource materials (e.g., DVDs).
- Maintain the inventory of District equipment.
- Manage registration for District seminars, workshops, conference, and similar events.
- Maintain the District web site.
- Maintain a database of RI Alumni and youth whom we have supported in the District.
- Maintain a roster of Rotarians who have volunteered to serve above the Club.
- Assist District committees, especially PR and Finance.
- Facilitate inter-club cooperation.

The implications of this initiative include the associated costs. However, the costs might be recoverable from other accounts because the office's work would reduce the costs of those other accounts. For example, it might be possible to recover some budget from 3130 DG Admin, 3131 DGE Admin, and 4205 Club & District Admin.

Indicated projects include:

- Develop the job descriptions for the Chair of District Administration & Club Services and for the District Office Administrator, using the above as a "straw model".
- Determine the equipment requirements for the District Office, such as computer, photocopier, and fax machine.
- Recruit a District Office Administrator.
- Establish and equip the District Office in a location convenient to the Administrator.

3.2 Public Relations Initiative – Owner =

This Initiative deals with developing and managing a strong program of PR in the District. The rationale includes: attracting new members; attracting the public to attend large Club events (e.g., Gig Harbor's Harbor Hounds event); and attracting donations to TRF.

The implications include the associated costs. However, Clubs that are getting the benefit of this PR work should be willing to contribute funds as is now being done by the clubs in Victoria area.

Indicated projects include:

- Establish liaison with RI PR officials.
- Assemble a supply of RI PR materials such as Public Service Announcement videos and art work for print ads.
- Establish liaison with PR chairs in our clubs.
- Work with individual clubs and groups of clubs to develop plans for specific PR campaigns.
- Collect PR materials about projects and events related to our clubs and to TRF.
- Write and distribute press releases throughout the District.
- Establish and maintain a blog for the District.

3.3 Membership Initiative – Owner =

This Initiative deals with developing and managing a strong program to recruit new members and to help retain existing members. The rationale includes strengthening the District's capacity to serve our communities – both local and international.

The implications include a small amount of associated cost. However, the cost could be recovered from the dues of new members.

Indicated projects include:

- Establish liaison with RI membership officials.
- Assemble a supply of RI membership materials such as videos and art work for print ads.
- Establish liaison with membership chairs in our clubs.
- Work with individual clubs and groups of clubs to develop plans for specific membership campaigns.

- With clubs, develop a Value Chain model of how membership in Rotary adds value to the life of a typical Rotarian.
- Explain the Value Chain to our clubs and encourage them to provide the indicated value.

3.4 Planning Initiative – Owner =

This Initiative deals with assisting clubs to create and follow long-range plans. The rationale includes strengthening the District's capability to serve our communities – both local and international.

The implications include a small amount of cost to train the planning facilitators. However, because clubs that have plans tend to attract new members, the planning costs could be recovered from the dues of new members.

Assuming that some clubs will develop visions and will then wish to execute some projects, one implication might be the need for Project Management training at DLTA.

Indicated projects include:

- Establish liaison with Steve Wilcox and RI planning officials.
- Arrange for Steve (or similar) to conduct training for Visioning Facilitators in our District.
- Encourage clubs to conduct Visioning sessions.
- Encourage clubs to expand their visions into Migration Strategies and then to execute those strategies.
- Collect advice from clubs about the services that they would like to receive from District.
- Assist clubs to change their by-laws to be consistent with RI's multi-year emphasis and to incorporate an annual process to extend their long-range plans.

APPENDIX A - ROTARY INTERNATIONAL PRIORITIES AND GOALS

Priorities and Goals

The RI Strategic Plan includes seven priorities, each supported by a set of goals. To determine these priorities, RI surveyed grassroots Rotarians and senior leaders from many parts of the world, asking them what issues would be most important to Rotary in the coming years.

Eradicate polio	<ul style="list-style-type: none"> a) Support the plans and goals of the International PolioPlus Committee b) Maintain and promote Rotarian participation in PolioPlus Partners c) Continue to focus our collaborative relationships on the ultimate goal of polio eradication
Advance the internal & external recognition & public image of RI	<ul style="list-style-type: none"> a) Conduct internal and external public information campaigns to deepen global awareness of Rotary International and its programs b) Engage leadership at all levels in telling the world about Rotary commitments and outcomes
Increase Rotary's capacity to provide service to others	<ul style="list-style-type: none"> a) Emphasize the four Avenues of Service as a way to expand service opportunities b) Provide special emphasis on supporting the improvement of clubs that need assistance c) Refine current training to include innovative ideas d) Expand strategic cooperative relationships at all levels to enhance RI's mission and in a way that protects RI's integrity e) Improve RI's efficiency and effectiveness in all operational areas
Expand membership globally in both numbers and quality	<ul style="list-style-type: none"> a) Develop and implement a comprehensive plan to strengthen responsibility at the club level for membership development and retention based on best practices b) Extend Rotary to all qualified localities c) Increase the number of young members and those in emerging occupations d) Enhance and emphasize the family of Rotary throughout the Rotary world
Emphasize Rotary's unique vocational service commitment	<ul style="list-style-type: none"> a) Influence ethical decision-making by encouraging Rotarians to join and take leadership roles in business and vocational associations b) Find new ways to develop vocational skills of others, especially people without jobs, by fully utilizing Rotarian expertise and experience c) Develop more vocational forums for learning and information exchange to encourage professional development
Optimize the use and development of leadership talents within RI	<ul style="list-style-type: none"> a) Expand leadership development opportunities at all levels to fully use talents and skills of Rotarians b) Cultivate leadership opportunities for young people c) Periodically assess governance procedures to ensure best practices
Fully implement the strategic planning process to ensure continuity and consistency throughout the organization	<ul style="list-style-type: none"> a) Evaluate and update the RI Strategic Plan every three years to align with Rotarian needs and expectations b) Ensure that The Rotary Foundation Future Vision Plan and the Secretariat's operating plan align with the RI Strategic Plan c) Disseminate the RI Strategic Plan throughout the organization, including districts and clubs, and provide opportunities for input from the membership d) Develop and implement a strategic planning model for Rotary clubs and districts

Why these priorities?

The RI Board of Directors considered feedback from Rotarians, senior leaders, and the Strategic Planning Committee, actions of the 2007 Council on Legislation, and historical and cultural factors in developing the plan's priorities.

Polio eradication is Rotary's number-one priority as reaffirmed by the 2007 Council on Legislation. Ensuring that every child is immunized against this devastating disease will remain the organization's corporate focus until the goal of a polio-free world is reached.

Recognition and public image was cited as one of the organization's highest priorities by a majority of Rotarians surveyed. Agreeing that the public perception of Rotary depends largely on the outcomes of grassroots service efforts, the Board will continue to provide public relations grants to help clubs and districts deliver the message about their good work.

Service is the heart of Rotary. The Rotary Foundation, which plays a key role in supporting Rotary service, is developing new models that emphasize the benefits of Rotary service to the world and measure its results. Together, the RI Strategic Plan and the Foundation's Future Vision Plan can enhance and promote the service achievements of clubs and districts.

Expanding membership is a key priority for Rotary and for all clubs. The Board encourages members to share Rotary with others by seeking out qualified men and women from all demographic groups who will bring new talents and enthusiasm to clubs.

Vocational service is a unique feature of Rotary membership. Recognizing that as leaders in their professions, Rotarians can influence ethical decision-making, the Board encourages members to use their expertise to help students, the unemployed, and other job seekers develop vocational skills.

Leadership talents abound in Rotary. To optimize these talents, the Board encourages clubs and districts to expand opportunities at all levels and especially for young leaders that keep them involved and ensure a strong future at the club, district, and international levels.

What impact does strategic planning have on clubs and districts?

The Board encourages all Rotarians, clubs, and districts to think strategically because planning throughout the entire organization will lead to far greater successes, both locally and internationally. Clubs and districts can use the priorities in the RI Strategic Plan as a basis for developing their own plans, tailoring them to their size, the varied skills of their membership, and the needs of the communities in which they serve. Clubs and districts can start their long-term planning process simply by asking their members the following three questions:

- *Where are we now?* The answer will help clubs identify their purpose (or mission), as well as their strengths, weaknesses, opportunities, and threats (competitive advantages and disadvantages).
- *Where do we want to be?* By answering this question, clubs can identify their expectations, vision, and strategies.
- *How do we get there?* The answers will address the gaps between mission and vision and help the club develop specific goals, objectives, tactics, and actions to achieve that vision.

The eradication of polio is the highest priority of the RI Strategic Plan and the other priorities of the RI Strategic Plan collectively are of equal importance.