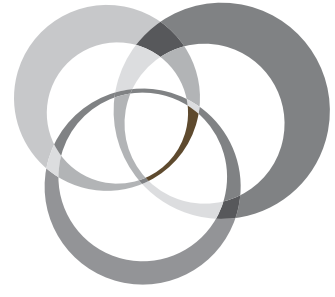




Rotary International®



Membership Development

Resource Guide

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Introduction

A comprehensive membership development plan must incorporate well-developed strategies for:

- Retention
- Recruitment
- Organizing new clubs

Membership development is one of the elements of an effective club. A well-crafted and positioned membership development strategy is essential for your club to operate successfully and fulfill the Object of Rotary.

The Object of Rotary is to encourage and foster the ideal of service as a basis of worthy enterprise and in particular, to encourage and foster:

- | | |
|--------|---|
| First | The development of acquaintance as an opportunity for service; |
| Second | High ethical standards in business and professions; the recognition of the worthiness of all useful occupations; and the dignifying of each Rotarian's occupation as an opportunity to serve society; |
| Third | The application of the ideal of service in each Rotarian's personal, business, and community life; |
| Fourth | The advancement of international understanding, goodwill, and peace through a world fellowship of business and professional persons united in the ideal of service. |

Rotary's ideal of service is based on the four Avenues of Service — Club, Vocational, Community, and International — that comprise RI's philosophical cornerstone. Rotary clubs carry out efforts along each avenue in support of the Object of Rotary.

While the four Avenues of Service provide the foundation on which club activity is based, efficient club administration is an essential component of a club's success. Club leaders who understand their responsibilities thoroughly and carry them out in a timely and efficient manner will lead their clubs to higher achievement throughout the year.

Taken together, the four Avenues of Service and efficient club administration provide the basis for effective Rotary clubs, which are identified by their ability to

- Sustain and/or grow their membership base
- Implement successful service projects in their community and communities in other countries
- Support The Rotary Foundation, both financially and through program participation
- Develop leaders capable of serving in Rotary beyond the club level



Without a constant emphasis on membership development, Rotary clubs and Rotary International cannot hope to keep pace with the growing need for service or to remain relevant to the needs and interests of Rotary club members. Membership in your club must provide value for the club members' money, time, energy (through programs and activities), and thoughts.

The purpose of this resource guide is to help club leaders and assistant governors identify and implement appropriate and effective strategies for membership development.

1 Membership Overview

Types of Membership

Rotary International recognizes two types of members: active and honorary.

Active member — An active member of a club is a person who is elected to membership under a classification of business or profession and has all the obligations, responsibilities, and privileges of membership as provided for in the Constitution and Bylaws of Rotary International.

Honorary member — *An honorary member is a person who, by advancing Rotary ideals, is elected to membership in a club but does not have the obligations, responsibilities, and privileges of active members. Honorary members are exempt from paying fees and dues and cannot vote or hold office. The term of honorary membership is determined by the club board.

As of 1 July 2001, members formerly regarded as additional active, senior active, or past service members became active members. This enactment also amended provisions in RI constitutional documents about how many Rotarians may have the same classification in one Rotary club. For more information, consult the *Manual of Procedure* or the RI Web site at www.rotary.org.

Assessing Your Club

Regular assessment is essential to maintaining effective and successful club operations. Clubs are encouraged to create assessment tools that meet their specific needs and help them identify opportunities to make themselves more relevant to their members and communities. Clubs may choose to assign committees to assess the relevance of current club projects, efficiency of club administration, or amount of involvement with the district. For example, several large clubs in the United States have conducted focus groups, in which both Rotarians and non-Rotarians were asked a series of questions about expectations of Rotary membership, as well as membership involvement in other organizations. Professional researchers conducted the sessions, and the results were distributed to and used by the individual clubs. This project provided the clubs with valuable information and insights.

Various tools are available to help identify opportunities to make clubs more relevant to members and to communities. Member satisfaction should be the goal toward which all changes are directed. The tools at the end of this chapter can assist club leaders in determining which club programs and projects require additional attention, as well as provide new ideas. These tools are also available for download from the RI Web site.

Planning and Implementation

Once the assessment is completed and the results compiled, it is important to ensure that action is taken on the findings. Construct a plan that comprises a list of strategies and resources that includes members of the district membership development committee, assistant governors, and past district governors as well as club leaders. Develop a step-by-step action plan that includes goals, target completion dates, and follow-through procedures.

* Honorary membership is meant for dignitaries and is not appropriate for those who would have previously been designated as senior active.

The club membership development committee should take an active role in constructing plans for improved retention and recruitment efforts. More information on human resources related to membership development is included in chapter 6.

A successful club maintains continuity from year to year. Having a thorough knowledge of plans and events from previous years will help you construct your current strategy. If your club doesn't already have an established procedure for communication between officers and officers-elect, such a plan should become a part of your club administration efforts.

The *Planning Guide for Effective Rotary Clubs* is a useful tool that presidents-elect can use to ensure your club operates effectively during their year in office. This form is also a useful resource for committee members and others who are involved in the goal setting and planning process.

District Membership Seminars

The district membership seminar is an opportunity to train district and club leaders to help clubs retain, recruit, and extend their membership base. The district governor is responsible for convening this seminar, with the support of the district membership development committee, district trainer, and a seminar leadership team. The RI Board recommends that one full-day seminar be held during the month of August (Membership and Extension Month) or September. Some districts may choose to conduct the seminar in conjunction with another Rotary training meeting, such as the district assembly. Every club should send at least one representative to this seminar. Contact your district governor to determine which club members should attend.

For more information, refer to the *District Membership Seminar Leaders' Guide* (available July 2003).

Effective Administration

Maintaining accurate club membership records is a key activity of effective club administration. The Rotary Business Portal on the RI Web site was created to provide club secretaries and presidents an easy and convenient method for viewing and updating their club membership information. Regularly accessing and using the business portal will provide your club and district with current membership information and statistics. Membership data forms for reporting new members, terminated members and changes to member data are included in the *Club Secretary's Manual* (229-EN) and can be downloaded from the RI Web site.

Membership changes should also be noted on your club's semiannual report, which, along with payment of club dues, can be submitted through the Rotary Business Portal.

Successful club administration is vital to maintaining satisfied membership. If your club offers interesting programs on topics that are relevant to many members, more Rotarians will make an effort to attend every week. Solicit ideas for topics and speakers. Similarly, evaluate your service projects in terms of interest, effectiveness, and community needs. Perhaps it's time to replace or augment some traditional projects with others that appeal more to newer and younger members. Your club may appoint some recent recruits to explore community needs and propose new project ideas. For more information on effective projects, refer to *Communities in Action: A Guide to Effective Projects* (605A-EN) and *A Menu of Service Opportunities* (605B-EN). These publications are also available for download from RI's Web site.



Appendix 1: Membership Satisfaction Questionnaire

This survey is intended for use by the club. All club members should complete this questionnaire to help assess member satisfaction with club activities and projects. Please return completed forms to the club secretary. Your response is confidential.

Do you feel welcome in our Rotary club? Yes No

If no, why not? (Please mark all that apply)

I feel demographically isolated: (Please mark the appropriate response)

Other members were

older younger different gender different ethnicity

Other demographic reason _____

I have not made an effort to meet other members.

Other members have not made an effort to interact with me.

Do you feel comfortable sharing concerns with club leaders? Yes No

If no, why not? (Please mark all that apply)

Club leaders have so many responsibilities I do not want to burden them.

Club leaders have their own agenda and are not interested in other ideas.

I have not been a member long enough to feel comfortable approaching club leaders.

I do not want to be perceived as a complainer.

Other _____

How do you feel about the level of our club's involvement in the following types of activities?

(Mark appropriate response)

ACTIVITY	LEVEL OF CLUB INVOLVEMENT			
Membership Development	<input type="checkbox"/> Excessive	<input type="checkbox"/> Adequate	<input type="checkbox"/> Insufficient	<input type="checkbox"/> Not Aware
Member Orientation and Education	<input type="checkbox"/> Excessive	<input type="checkbox"/> Adequate	<input type="checkbox"/> Insufficient	<input type="checkbox"/> Not Aware
Local Service Projects	<input type="checkbox"/> Excessive	<input type="checkbox"/> Adequate	<input type="checkbox"/> Insufficient	<input type="checkbox"/> Not Aware
International Service Projects	<input type="checkbox"/> Excessive	<input type="checkbox"/> Adequate	<input type="checkbox"/> Insufficient	<input type="checkbox"/> Not Aware
Club Public Relations	<input type="checkbox"/> Excessive	<input type="checkbox"/> Adequate	<input type="checkbox"/> Insufficient	<input type="checkbox"/> Not Aware
Fundraising	<input type="checkbox"/> Excessive	<input type="checkbox"/> Adequate	<input type="checkbox"/> Insufficient	<input type="checkbox"/> Not Aware
The Rotary Foundation	<input type="checkbox"/> Excessive	<input type="checkbox"/> Adequate	<input type="checkbox"/> Insufficient	<input type="checkbox"/> Not Aware
Fellowship	<input type="checkbox"/> Excessive	<input type="checkbox"/> Adequate	<input type="checkbox"/> Insufficient	<input type="checkbox"/> Not Aware

Have you participated in club projects and activities? Yes No

How did you become involved? I volunteered I was asked

Please indicate your involvement in the following types of activities:

ACTIVITY	LEVEL OF INVOLVEMENT	
Membership Development	<input type="checkbox"/> I am currently involved	<input type="checkbox"/> I would like to be involved
Member Orientation and Education	<input type="checkbox"/> I am currently involved	<input type="checkbox"/> I would like to be involved
Local Service Projects	<input type="checkbox"/> I am currently involved	<input type="checkbox"/> I would like to be involved
International Service Projects	<input type="checkbox"/> I am currently involved	<input type="checkbox"/> I would like to be involved
Club Public Relations	<input type="checkbox"/> I am currently involved	<input type="checkbox"/> I would like to be involved
Fundraising	<input type="checkbox"/> I am currently involved	<input type="checkbox"/> I would like to be involved
The Rotary Foundation	<input type="checkbox"/> I am currently involved	<input type="checkbox"/> I would like to be involved
Fellowship	<input type="checkbox"/> I am currently involved	<input type="checkbox"/> I would like to be involved
Other _____	<input type="checkbox"/> I am currently involved	<input type="checkbox"/> I would like to be involved

I am VERY SATISFIED / SATISFIED / DISSATISFIED with my participation in club activities and projects. (Circle the appropriate response)

If you are dissatisfied, why? (Please mark all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Insufficient knowledge | <input type="checkbox"/> Lack of resources |
| <input type="checkbox"/> Personality conflicts | <input type="checkbox"/> Lack of support from other members |
| <input type="checkbox"/> Cost | <input type="checkbox"/> Insufficient family involvement |
| <input type="checkbox"/> Personal time conflicts | <input type="checkbox"/> Other _____ |

How do you feel about the following costs associated with membership in our club?

TYPE OF COST	PERCEPTION OF COST		
Club dues	<input type="checkbox"/> Excessive	<input type="checkbox"/> Reasonable	<input type="checkbox"/> Inadequate
Cost of weekly meetings	<input type="checkbox"/> Excessive	<input type="checkbox"/> Reasonable	<input type="checkbox"/> Inadequate
Amount of club fines/assessments	<input type="checkbox"/> Excessive	<input type="checkbox"/> Reasonable	<input type="checkbox"/> Inadequate
Voluntary contributions to service projects	<input type="checkbox"/> Excessive	<input type="checkbox"/> Reasonable	<input type="checkbox"/> Inadequate
Voluntary contributions to The Rotary Foundation	<input type="checkbox"/> Excessive	<input type="checkbox"/> Reasonable	<input type="checkbox"/> Inadequate

Do you enjoy our weekly meetings? Yes No

Please circle the appropriate response in the following questions:

The amount of Rotary content in our meetings is ADEQUATE / EXCESSIVE / INSUFFICIENT.

The length of our meetings is ADEQUATE / EXCESSIVE / INSUFFICIENT.

Our club should have MORE / SAME AMOUNT / FEWER fellowship activities.

Our club bulletin contains SUFFICIENT / EXCESSIVE / INSUFFICIENT Rotary information.

Our club bulletin is (please circle all that apply)

INTERESTING / USEFUL / INFORMATIVE / BORING / LIMITED / UNINFORMATIVE.

Our meetings are WELL ORGANIZED / POORLY ORGANIZED.

Our meeting time is CONVENIENT / INCONVENIENT.

If inconvenient, suggestion for an alternate time:

The location of our meeting is CONVENIENT / INCONVENIENT.

If inconvenient, suggestion for a different location:

Which of the following aspects of our meeting place do you find to be unsatisfactory?

(Mark all that apply)

- | | |
|---|--|
| <input type="checkbox"/> Service | <input type="checkbox"/> Décor/atmosphere |
| <input type="checkbox"/> Meal quality | <input type="checkbox"/> Meal variety |
| <input type="checkbox"/> Parking availability | <input type="checkbox"/> Safety of the area in which it is located |
| <input type="checkbox"/> Other _____ | |

Suggestion(s) for change: _____

The following changes would improve our club meetings:

- | | |
|--|---|
| <input type="checkbox"/> Better speakers | <input type="checkbox"/> More focus on fellowship |
| <input type="checkbox"/> Increased variety of program topics | <input type="checkbox"/> Increased emphasis on vocational information |
| <input type="checkbox"/> More involvement of family | <input type="checkbox"/> Better time management |
| <input type="checkbox"/> More service opportunities | <input type="checkbox"/> More leadership opportunities |

Is there anything else you would like to see changed?

How does your spouse/partner/family feel about your involvement in Rotary?

- | | |
|---|---|
| <input type="checkbox"/> Proud of my involvement | <input type="checkbox"/> Feels it takes too much of my time |
| <input type="checkbox"/> Wants to know more/be involved | <input type="checkbox"/> Feels it is too expensive |
| <input type="checkbox"/> Seeks interaction with other
Rotary spouses/partners/families | |
| <input type="checkbox"/> Other _____ | |

Thank you for taking the time to complete this questionnaire and for your commitment to improving our club.



Appendix 2: Club Inventory

Inventory for the Rotary Club of _____ (Use the preceding Rotary year as a base)

The club inventory follows the guidelines set forth for effective clubs. The RI Board has determined that success in the following areas is essential to being an effective club.

Effective clubs are able to
Sustain and/or grow their membership base

Use the following to help evaluate the club's effectiveness in terms of membership.

1. Number of members as of 30 June
of the preceding Rotary year: _____
2. Peak club membership since charter: _____
3. Net membership growth in our club: _____
4. Club's monthly attendance average: _____
5. What orientation does your club give to new members?

6. Does your club have a Rotary information program in place for both new and continuing members?
 Yes No

Please describe:

18. Club participation in educational programs:

Number of Ambassadorial Scholars: Nominated _____

Selected _____

Hosted _____

Number of GSE team members: Nominated _____

Selected _____

Hosted _____

Number of Rotary Grants for University Teachers awarded: _____

19. Contributions:

General _____

Restricted _____

Cumulative total _____

Percentage of members contributing _____

Current year goal in US\$ _____

Will this be achieved? Yes No

Effective clubs are able to

Develop leaders capable of serving in Rotary beyond the club level

Use the following to ascertain the status of the club's leadership development.

20. Did your predecessor attend PETS last year? Yes No

21. Number of club members who attended the district assembly: _____

22. Number of club members who attended the district Rotary Foundation seminar: _____

23. Number of club members who attended the district conference: _____

24. Number of club members who attended the RI Convention: _____

25. Number of club members who attended the district leadership seminar: _____

26. Number of members who have served, or expressed interest in serving as:

Assistant governor _____

Member of a district committee _____

Club Operations

27. How frequently does the board meet? _____

28. How frequently are club assemblies held? _____

29. When was the most recent classification roster updated? _____

30. Does the club have a budget? Yes No

If yes, is it audited annually? Yes No

31. Does the board receive regular financial reports? Yes No

32. How frequently is your club bulletin published? Weekly Monthly

33. How often does your club observe the special months of the Rotary calendar, such as World Understanding Month, Foundation Month, and Magazine Month?
 Always Occasionally Never

34. Name the last club activity covered by the media and when it took place:

This event was covered by (check all that apply):

Television Newspapers Radio

35. Does your club budget for promotion of its activities? Yes No

36. Do club members receive periodic training concerning the *Manual of Procedure* and the club's constitutional documents? Yes No



Appendix 3: Resigning Member Questionnaire

We regret that you are leaving our club. This questionnaire will help us assess your satisfaction with your experience as a member of our club. The information you provide will benefit current and future club members. Please return the completed questionnaire to the club secretary.

Why are you leaving our club? (Please mark all that apply)

- | | |
|--|--|
| <input type="checkbox"/> Relocating to a new community | <input type="checkbox"/> My fellowship expectations were not met |
| <input type="checkbox"/> Lack of time | <input type="checkbox"/> My service expectations were not met |
| <input type="checkbox"/> Competing priorities | <input type="checkbox"/> My networking expectations were not met |
| <input type="checkbox"/> Financial constraints | <input type="checkbox"/> Did not feel included |
| <input type="checkbox"/> Other _____ | |

If you are moving, would you consider joining a Rotary club in your new place of residence or occupation? Yes No

Did you feel welcome in our Rotary club? Yes No

If no, why not? (Please mark all that apply)

- I felt demographically isolated: (Please mark/circle all reasons that apply)
- Other members were OLDER / YOUNGER / DIFFERENT GENDER / DIFFERENT ETHNICITY.
- Other demographic reason _____
- I did not make an effort to meet other members.
- Other members did not make an effort to interact with me.

Did you feel comfortable sharing concerns with club leaders? Yes No

If no, why not? (Please mark all that apply)

- Club leaders had so many responsibilities, I did not want to burden them.
- Club leaders had their own agenda and were not interested in other ideas.
- I was not a member long enough to feel comfortable approaching club leaders.
- I did not want to be perceived as a complainer.
- Other _____

Did you participate in club projects and activities? Yes No

How did you become involved? I volunteered I was asked

I was VERY SATISFIED / SATISFIED / DISSATISFIED with my participation in club activities and projects. (Please circle the appropriate response.)

If you were dissatisfied, why? (Please mark all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Insufficient knowledge | <input type="checkbox"/> Lack of resources |
| <input type="checkbox"/> Personality conflicts | <input type="checkbox"/> Lack of support from other members |
| <input type="checkbox"/> Cost | <input type="checkbox"/> Insufficient family involvement |
| <input type="checkbox"/> Personal time conflicts | <input type="checkbox"/> Other _____ |

How do you feel about the level of our club's involvement in the following types of activities?

ACTIVITY	LEVEL OF CLUB INVOLVEMENT			
Membership Development	<input type="checkbox"/> Excessive	<input type="checkbox"/> Adequate	<input type="checkbox"/> Insufficient	<input type="checkbox"/> Not Aware
Member Orientation	<input type="checkbox"/> Excessive	<input type="checkbox"/> Adequate	<input type="checkbox"/> Insufficient	<input type="checkbox"/> Not Aware
Local Service Projects	<input type="checkbox"/> Excessive	<input type="checkbox"/> Adequate	<input type="checkbox"/> Insufficient	<input type="checkbox"/> Not Aware
International Service Projects	<input type="checkbox"/> Excessive	<input type="checkbox"/> Adequate	<input type="checkbox"/> Insufficient	<input type="checkbox"/> Not Aware
Club Public Relations	<input type="checkbox"/> Excessive	<input type="checkbox"/> Adequate	<input type="checkbox"/> Insufficient	<input type="checkbox"/> Not Aware
Fundraising	<input type="checkbox"/> Excessive	<input type="checkbox"/> Adequate	<input type="checkbox"/> Insufficient	<input type="checkbox"/> Not Aware
The Rotary Foundation	<input type="checkbox"/> Excessive	<input type="checkbox"/> Adequate	<input type="checkbox"/> Insufficient	<input type="checkbox"/> Not Aware
Fellowship	<input type="checkbox"/> Excessive	<input type="checkbox"/> Adequate	<input type="checkbox"/> Insufficient	<input type="checkbox"/> Not Aware

How do you feel about the following additional costs associated with membership in our club?

TYPE OF COST	PERCEPTION OF COST		
Club dues	<input type="checkbox"/> Excessive	<input type="checkbox"/> Reasonable	<input type="checkbox"/> Inadequate
Cost of weekly meetings	<input type="checkbox"/> Excessive	<input type="checkbox"/> Reasonable	<input type="checkbox"/> Inadequate
Amount of club fines/assessments	<input type="checkbox"/> Excessive	<input type="checkbox"/> Reasonable	<input type="checkbox"/> Inadequate
Voluntary contributions to service projects	<input type="checkbox"/> Excessive	<input type="checkbox"/> Reasonable	<input type="checkbox"/> Inadequate
Voluntary contributions to The Rotary Foundation	<input type="checkbox"/> Excessive	<input type="checkbox"/> Reasonable	<input type="checkbox"/> Inadequate

Did you enjoy our weekly meetings? Yes No

Please circle the appropriate response in the following questions:

The amount of Rotary content in our meetings was ADEQUATE / EXCESSIVE / INSUFFICIENT.

The length of our meetings was ADEQUATE / EXCESSIVE / INSUFFICIENT.

Our club should have held MORE / SAME AMOUNT / FEWER fellowship activities.

Our club bulletin contained SUFFICIENT / EXCESSIVE / INSUFFICIENT Rotary information.

Our club bulletin was (please circle all that apply)

INTERESTING / USEFUL / INFORMATIVE / BORING / LIMITED / UNINFORMATIVE.

Our meetings were WELL ORGANIZED / POORLY ORGANIZED.

Our meeting time was CONVENIENT / INCONVENIENT.

Suggestion for change (if appropriate) _____

The location of our meeting was CONVENIENT / INCONVENIENT.

If inconvenient, suggestion for a different venue _____

Which of the following aspects of our meeting place do you find to be unsatisfactory?

(Mark all that apply)

- | | |
|---|--|
| <input type="checkbox"/> Service | <input type="checkbox"/> Décor/atmosphere |
| <input type="checkbox"/> Meal quality | <input type="checkbox"/> Meal variety |
| <input type="checkbox"/> Parking availability | <input type="checkbox"/> Safety of the area in which it is located |
| <input type="checkbox"/> Other _____ | |

Suggestion(s) for change _____

The following changes would improve club meetings:

- | | |
|--|---|
| <input type="checkbox"/> Better speakers | <input type="checkbox"/> More focus on fellowship |
| <input type="checkbox"/> Increased variety of program topics | <input type="checkbox"/> Increased emphasis on vocational information |
| <input type="checkbox"/> More involvement of family | <input type="checkbox"/> Better time management |
| <input type="checkbox"/> More service opportunities | <input type="checkbox"/> More leadership opportunities |

How did your spouse/partner/family feel about your involvement in Rotary?

- | | |
|---|---|
| <input type="checkbox"/> Proud of my involvement | <input type="checkbox"/> Felt it took too much of my time |
| <input type="checkbox"/> Wanted to know more/be involved | <input type="checkbox"/> Felt it was too expensive |
| <input type="checkbox"/> Sought interaction with other Rotary spouses/partners/families | |
| <input type="checkbox"/> Other _____ | |

Is there anything that our club could have done differently to meet your needs?

Would you like us to contact the Rotary club in your new place of residence to notify them that you are interested in joining their club? Yes No

New place of residence:

City

State/Province

Country

Thank you for taking the time to complete this questionnaire and for your commitment to improving our club.



Appendix 4: Planning Guide for Effective Rotary Clubs

The *Planning Guide for Effective Rotary Clubs* is a tool to help clubs establish goals for the coming year. The form can be used to track general club trends in membership and club administration. The *Planning Guide for Effective Rotary Clubs* is based on the concept of an effective club. An effective club is able to

- Sustain and increase its membership base
- Implement successful projects that address the needs of its community and communities in other countries
- Support The Rotary Foundation through both program participation and financial contributions
- Develop leaders capable of serving Rotary beyond the club level

The strategies listed in each section are common ways clubs might choose to pursue goals. Clubs are encouraged to develop alternative strategies to achieve their goals when appropriate.

Presidents-elect are encouraged to complete this form in cooperation with their club and submit a copy of it to their governor-elect or assistant governor by 1 July.

Please type or print legibly

ROTARY CLUB OF _____

Name of president: _____
Rotary year of office

Mailing address: _____

Telephone _____ Fax _____ E-mail _____

DEMOGRAPHIC INFORMATION (as of 30 June)

Current number of members: _____

Number of members as of 30 June last year: _____ Number of members five years ago: _____

Number of male members: _____ Number of female members: _____

Average age of members: _____

Number of Rotarians who have been members for:

Less than 1 year: _____	1-3 years: _____	3-5 years: _____
5-10 years: _____	10-25 years: _____	More than 25 years: _____

Number of members who have proposed a new member in the previous two years: _____

Does club membership reflect the diversity of the community? Yes No

Our classification survey was updated on _____ and contains _____ classifications,
(date) (number)

of which _____ are unfilled.
(number)

Our club has sponsored a new club within the last 24 months. Yes No

If yes, has your club implemented a plan to provide follow-up orientation for members of the sponsored club? Yes No

MEMBERSHIP DEVELOPMENT (Recruitment, Retention, and Organizing New Clubs)

Our club has established the following membership goal for the upcoming Rotary year:

Our club will strive to have _____ members by 30 June _____.
(number) (year)

We have identified the following sources of potential members within the community:

How does the club plan to achieve its membership goals? (check all that apply)

- Develop a retention plan that focuses on maintaining high levels of enthusiasm through participation in interesting programs, projects, continuing education, and fellowship activities
- Appoint a committee of club members who have been trained in effective recruitment techniques
- Develop a recruitment plan that focuses on a true representation of the business and professional leadership in the community
- Develop a recruitment plan that focuses on a true representation of the diversity of the community
- Develop a recruitment plan that clearly explains the expectations of membership to potential Rotarians
- Implement an orientation program for new members to support their successful assimilation into the club
- Create a brochure that provides general information about Rotary as well as specific information about the club for prospective members
- Assign an experienced Rotarian mentor for every new club member
- Recognize those Rotarians who sponsor new members
- Conduct a public awareness program targeted at the business and professional community to increase awareness about what Rotary is and what it does
- Encourage members to join a Rotary Fellowship to experience the internationality and friendship of RI
- Participate in the RI Membership Development award programs
- Seek opportunities to organize a new club
- Other (please describe):

What makes this a good club to attract new members?

What aspects of this club could pose a barrier to attracting new members?

Action steps:

SERVICE PROJECTS

Our club has established the following service goals for the upcoming Rotary year:

For our local community:

For communities in other countries (international service):

How does the club plan to achieve its service goals? (check all that apply)

- Appoint a committee of club members who have been trained in how to plan and conduct a successful service project
- Review the club's current and ongoing service projects to determine whether they are relevant, needed, and of interest to club members
- Identify the social issues in the community that the club wants to address through its service goals
- Assess the club's fundraising activities to determine if they meet the club's project funding needs
- Involve each club member in the club's service projects
- Conduct or obtain a needs assessment of the community or communities in other countries
- Recognize club members who participate in and provide leadership to the club's service projects
- Identify a partner club with which to carry out an international service project
- Participate in:
 - Interact
 - Rotary Friendship Exchange
 - World Community Service
 - Rotaract
 - Rotary Volunteers
 - Youth Exchange
 - Rotary Community Corps
 - Rotary Youth Leadership Awards
- Use the resources of The Rotary Foundation to support a project identified by the club
- Other (please describe):

Action steps:

THE ROTARY FOUNDATION

Our club has established the following Rotary Foundation goals for the upcoming Rotary year:

Our club will strive to achieve an annual giving goal of US\$ _____.

Our club will participate in Rotary Foundation programs by:

How does the club plan to achieve its Rotary Foundation goals? (check all that apply)

- Appoint a committee of club members who understand the programs of The Rotary Foundation and who are committed to promoting financial support of the Foundation
- Help club members understand the relationship between Foundation giving and Foundation programs
- Schedule presentations that inform club members about the international service opportunities available through the programs of The Rotary Foundation
- Send a representative to the district Rotary Foundation seminar
- Use the resources of The Rotary Foundation to support the club's international projects
- Recognize club members' financial contributions to The Rotary Foundation and their participation in Foundation programs
- Encourage each club member to make a gift to the Annual Programs Fund
- Participate in:
 - Group Study Exchange
 - Matching Grants
 - District Simplified Grants
 - Individual Grants
 - PolioPlus/PolioPlus Partners
 - Host/Sponsor an Ambassadorial Scholar(s)
 - Sponsor a Rotary World Peace Scholar
 - Sponsor a University Teacher
- Invite Foundation program participants and alumni to participate in club programs and activities
- Other (please describe):

Action steps:

FUTURE ROTARY LEADERS

Our club has established the following goal for developing future Rotary leaders for the upcoming Rotary year:

Our club will identify _____ members as potential future leaders and notify the district by 30 June _____.
(number) (year)

How does the club plan to build future Rotary leaders? (check all that apply)

- Encourage committee chairs to attend the district assembly
- Encourage interested past presidents to attend the district leadership seminar held in conjunction with the district conference
- Use the expertise of the club's assistant governor
- Arrange for district committees to make presentations to club members
- Have club leaders work with the district governor and assistant governor to maximize the effectiveness of the governor's official visit
- Encourage new members to assume positions of leadership through participation in club committees
- Have club members visit other clubs to exchange ideas and share the knowledge they gain with the rest of the club
- Other (please describe):

Action steps:

GENERAL ADMINISTRATION

What plans have you made to carry out the administrative tasks required for the effective operation of the club? (check all that apply)

- Board meetings have been scheduled on a regular basis.
- _____ club assemblies have been scheduled.
(number)
- Club elections will be held on _____.
(date)
- Our club will send at least _____ delegates to the district conference.
(number)
- A club bulletin editor has been appointed to provide information that is beneficial to club members.
- The club Web site will be updated _____ times per year.
(number)
- A committee of motivated club members has been appointed to develop interesting and relevant weekly club programs.
- A committee of motivated club members has been appointed to plan a variety of fellowship events.
- Monthly attendance figures will be reported to the district leadership by the _____ day of the following month.
(number)

- Our club will use the Rotary Business Portal to maintain RI club records.
- Membership changes will be reported to RI within _____ days.
(number)
- Reports to RI, including the semiannual report, will be returned within _____ weeks of receipt.
(number)
- Other (please describe):

Action steps:



Our club would like assistance from the assistant governor or governor with the following:

What issues would you like to discuss with your governor or assistant governor during a visit to your club?

Club President

Rotary Year

Assistant Governor

Date

Date

2 Retention

Retaining good members is as critical to Rotary's long-term success and health as the induction of new members. Retaining current members while building your membership through recruiting is more productive and cost effective than continually replacing members lost to attrition. Additionally, your recruitment efforts will be more effective if your club has a large number of experienced and informed Rotarians in its ranks.

Because Rotarians who are committed to and involved in the club are more likely to maintain their membership, involving members in the operation of the club is a successful retention tool — and one that should be used as soon as a member is inducted. Appoint new members to committees, involve them in projects, and consider them for future club leadership positions.

But in your rush to integrate new members, don't forget about others who haven't had an opportunity to serve. They may need more encouragement. Give special attention to members who have been Rotarians for less than three years. When planning a member education curriculum, consider a variety of distribution modes or methods and select those that are most practical and effective for your club. Electronic distribution via the internet is an increasingly viable means of delivering member education. Consider creating topic- or audience-specific forums on your club or district Web site. Effective electronic information distribution methods include e-mail, fliers, and CD-ROM.

Prospective Member Education/Preinduction Orientation

Proper member education should begin well before the induction ceremony. Educating potential members about the basics of Rotary club membership provides them with realistic expectations about the benefits and obligations of membership.

Many clubs make special presentations to new members to inform them of the structure and history of Rotary, RI and district activities, as well as the club's activities. These presentations provide an orientation for new and prospective members and their spouses and can feature current or past club leaders discussing various aspects of Rotary. A sample pre-induction presentation is available on the RI Web site.

In general, an information program for new members should cover the following subjects:

- The history and organization of Rotary International
- The two types of membership and the criteria for each
- The mission of Rotary
- The elements of an effective club and how clubs fulfill the purpose of each element
- Club projects — past and present
- Club and district structure and current officers
- Financial obligations that come with membership
- RI programs, with information on how members can get involved
- The Rotary Foundation of RI — its humanitarian and educational programs and how they are supported

You may also wish to distribute a club brochure, THE ROTARIAN magazine, *Rotary Basics* (595-EN), and the brochure *This Is Rotary* (001-EN) to your prospective members. You might also consider showing new members the introductory video *This Is Rotary* (449-EN), a six-minute comprehensive overview of Rotary.

Induction

The day that a person becomes a Rotarian can be the beginning of many years of involvement and achievement. Such an event warrants a special commemoration, one that will show new members just how important they are to the club. When planning an induction ceremony, invite the new member's spouse or partner and make sure the sponsoring Rotarian attends as well.

Decorate the location of your induction ceremony appropriately with your club banner and other Rotary items. A location or facility other than the club's regular meeting place may be used for the induction ceremony. This may make it easier to accommodate special guests such as family members, and can add to the formality of the occasion.

A meaningful ceremony can also serve as a time for current members to reaffirm their commitment and pride in Rotary.

New Member Orientation

In order for new members to smoothly assimilate into your club, it is important they become connected to the other club members and the club's activities. Another way to facilitate the transition of new members is to find appropriate ways to involve the spouses and families of new members in orientation activities.

In order to provide the warm welcome essential for all new members, clubs are encouraged to develop orientation programs such as STAR (Special Training for Action in Rotary). A general outline of this effective orientation program appears in appendix 8. Many clubs also have success with mentoring programs, in which a new member is paired with an experienced Rotarian. This one-on-one approach can provide new members with a sense of support without categorizing them as part of a particular new member group or "class." Note that sponsoring a new member and mentoring a new member are two separate roles. Any Rotarian, not just a new member's sponsor, can be a mentor. Another effective orientation tool is a checklist for new members that outlines the many opportunities for gaining knowledge about Rotary and becoming involved in club activities. A sample checklist can be found in appendix 9. A mentor should deliver the checklist to the new member soon after induction and provide guidance on completing each step.

New member orientation should also include several opportunities for feedback on a wide range of issues, including the process and results of the orientation program itself. Effective feedback includes a mechanism for reporting comments to the club president, assistant governor, and district governor, as appropriate.

Consider having new members meet periodically with the assistant governor, along with conducting new member forums at the district conference that are led by the RI president's representative.

Your club's formal orientation program may be conducted in several sessions to enhance retention of information. For example, a three-session orientation program may consist of sessions covering the following key areas: *(Note: If you decide to use the STAR program, these topics could be addressed in individual committee meetings. See appendix 8.)*

Rotary Policies and Procedures

1. How to propose a new member
2. Club structure
3. District structure
4. Club meetings
 - Regular meetings
 - Committee meetings
 - Club assemblies
 - Board meetings
 - Fellowship events
5. Attendance expectations
6. Make-ups
7. Finances (participation, contributions)

Opportunities for Service

(Club, district, and international)

1. Current club and district projects
2. RI programs
3. The Rotary Foundation programs
4. An inventory of interests — New members should consult with their mentors and choose a specific club committee in which to become personally involved. New members should also be introduced to Rotarians who have been active in programs of mutual interest.

History and Traditions of Rotary International

1. Origin, growth and achievements of RI
2. Tradition of high ethical standards
3. History and achievements of your club
4. Spouse/partner and family involvement

Orientation materials should be presented in an engaging and accessible format. Interactive activities such as worksheets or question-and-answer sessions can help to keep participants interested. Some innovative clubs have even developed CD-ROMs for new member orientation.

Continuing Education for Members

Research has shown that a positive program of continuing education can help increase a club's overall retention rate. Such a program would include some of the following components:

- Frequent communication of Rotary news and information
- A set number of club programs focused on continuing education, per year
- Attendance at multi-district meetings that address continuing education

- At least two informational club assemblies a year
- Personal involvement of Rotarians in club and district projects and activities, particularly those that require hands-on action
- District-level seminars on continuing education
- Stimulating and efficiently run weekly meetings
- Sharing of ideas and information on Rotary programs, projects, and activities at regular committee and informal meetings
- Attendance at meetings of other clubs

Members will feel more a part of the club and Rotary's mission if they are kept abreast of changes and events. Use your club and district Web sites, weekly meetings and e-mails, and club bulletins to share information from your district governor or the RI Secretariat. Make sure everyone knows about such RI programs as Youth Exchange, Ambassadorial Scholars, and World Community Service. Becoming involved in one of these programs can spark a lifelong commitment to Rotary. Encourage all members to attend the district conference and the RI Convention as a way of meeting many Rotarians and learning more about Rotary's activities worldwide.

RI publications are also excellent continuing education tools. By reading publications such as *THE ROTARIAN*, regional magazines, and *Rotary News Basket*, club members can stay up-to-date on Rotary activities worldwide. Members should be encouraged to access the RI Web site (www.rotary.org) to keep abreast of current events and resources.

All clubs are urged to establish and maintain a club library of current RI materials. Following is a suggested list of resources that a club library should make available to all Rotarians:

- *Official Directory* (007-EN)
- *Catalog* (019-EN)
- *Manual of Procedure* (035-EN)
- *Rotary Fact Pack* (267-EN)
- *The District Rotary Foundation Manual* (300-EN)
- *This Is Rotary* (449-EN) videotape or DVD
- *Rotary in an Hour* (512-EN) audiotape
- *Rotary Basics* (595-EN)
- *Take a Look at Rotary* (867-EN) videotape
- *My Road to Rotary* (922-EN)

Other fact sheets are available from the RI Public Relations Division at the World Headquarters or on the RI Web site at www.rotary.org.



Appendix 5: A Guide to Membership Retention

Action steps:

Identify

Identify well-qualified members of your community. Retention of members can be improved by taking care to identify quality potential members. These individuals should be of strong character and have a commitment to service.

Inform

Inform all prospective members of RI's programs and of the club's service efforts. Ideally, clubs should compile their information in a club profile, a document that can be presented to visitors or inserted into copies of the *This Is Rotary* brochure and distributed to all visitors. A recent issue of THE ROTARIAN or a regional Rotary magazine is also a good introduction to Rotary.

Invite

Invite a prospective member to become a club member by making a personal visit from the proposer and a member of the club's membership committee. Having a second club member along provides additional Rotary knowledge and experience and gives the prospective member another point of contact in the club.

Rotarians extending the invitation must be well prepared, taking into account the personal interests and abilities of the prospective member, in order to highlight areas of potential personal involvement.

Orient

Orient the prospective new member about your club and RI properly. Providing an effective orientation for prospective members through education is vital to their growth as individual Rotarians and will enable them to participate effectively in club activities.

Highlight the three key components of membership:

- Benefits of membership
- Responsibilities of membership
- Opportunities for service

Cover the following areas of information and perhaps incorporate them into the three key components listed above:

- Community service efforts and successes
- The international scope of Rotary service and fellowship
- Rotary's emphasis on high standards of character and integrity
- Rotary's broad-based community representation
- Rotary's attendance requirements and the club's dues structure

Give new members a worksheet outlining the many opportunities to gain knowledge about Rotary and become involved in club activities. The potential new member's mentor should deliver the worksheet and provide guidance on completing each step.

Provide several opportunities for potential members to comment on a wide range of issues, including the process and results of the orientation program itself. Effective feedback includes a mechanism for reporting comments to the club president, the assistant governor, and the district governor as appropriate.

Consider periodic meetings between new members and the assistant governor assigned to your club, along with new member forums (facilitated by the RI president's representative) at the district conference.

Consider scheduling the formal orientation programs in several sessions to enhance retention of information.

Induct

Induct new members in a dignified and meaningful manner. Use the induction ceremony as an opportunity to underscore the benefits and responsibilities of being a Rotarian. A new member should be provided with the following items:

- Rotary lapel pin
- Membership identification card
- Copy of the club bulletin
- District directory
- Latest district governor's monthly letter
- THE ROTARIAN or regional Rotary magazine
- List of local clubs for make-up meetings
- Club name badge
- A history of the club
- A club banner

If possible, invite family members to attend. During the ceremony, new members might give a five-minute talk about themselves, their businesses and their families. However you decide to conduct it, make the induction ceremony special. It should imprint on the new member an enthusiasm for membership.

Educate

Educate the Rotarian. Some members resign from their clubs because they feel uninformed or uninvolved. Educate club members so they have enough knowledge to take the initiative and become more active.

New members can acquire a Rotary education in two ways — self-education and continuing education established by the club;

Self education

Over the course of the first six months, a new member who does the following can expand his or her vision about Rotary service opportunities;

- Attend new member orientation meeting(s)
- Read two or more of the following booklets (preferably all):

- *Getting Started in Rotary* (333-EN)
- *The ABC's of Rotary* (363-EN)
- *The Rotary Foundation Quick Reference Guide* (219-EN)
- Attend one or more of the following club functions:
 - Board meeting
 - Committee meeting
- Complete one or more of the following tasks:
 - Give a classification talk at a club meeting
 - Make up a meeting at another club
 - Expand Rotary to others by inviting a guest to a club meeting or proposing a new member
- Attend one or more district meetings (listed in order of priority):
 - District conference
 - District assembly
 - Foundation seminar
- Choose a committee on which you would like to serve

Continuing Education

Clubs must have a continuing Rotary education policy in place. Such a program would include some of the following components:

- Frequent communication of Rotary International and club news and information
- Four or more club programs a year focused on continuing education
- Attendance of club members at multi-district meetings that address continuing education
- At least two informal club assemblies a year
- District-level seminars on continuing education
- Sharing of ideas and information on Rotary programs, projects, and activities at regular committee and fireside meetings
- Attendance of club members at meetings of other clubs

Experience shows that when Rotarians are knowledgeable about Rotary and involved in the organization, the chances for keeping solid members are much greater.

Involve

Involve the Rotarian in club committees, club fundraisers, board meetings, club meetings, and club social activities. It is a very unfortunate occurrence to receive a letter of resignation from a member who didn't feel "a part" of the club. Consider the following methods of getting new members involved in the affairs and activities of the club:

- Develop programs such as STAR (Special Training for Action in Rotary). By creating a friendly and informal atmosphere through small group meetings, programs such as STAR help new members get acquainted with each other and some of the club's more experienced Rotarians.
- Create special name badges for new members to wear for one year. Encourage other members to look for the badges and make a special effort to talk with the new members.

- Assign a new member to be a greeter or to introduce a guest speaker.
- Have a new member serve as a delegate to the district conference, as a club service assignment. A new Rotarian learns much about the world of Rotary and the vast projects beyond the borders of his or her own club by attending the district conference. Some clubs assist the new member by paying part or all of the registration fees and costs of the conference. After the conference, ask the new members to give a report to the club.
- Introduce a “commencement” program, where all club members who join in the same Rotary year work together on a project or meet on a special occasion.
- Encourage them to experience the internationality of Rotary by: hosting a Youth Exchange student, Ambassadorial Scholar, or a Group Study Exchange team member for a meal or other activity; hosting a Rotarian from another country in their home; inviting a business or professional non-Rotarian to apply for Group Study Exchange; or inviting a non-Rotarian to apply for a Rotary Foundation scholarship.
- Ask new members, especially younger ones, to find two or three other new members from among their peer group. When new members promote the Rotary idea to their friends, they become stronger and more enthused about Rotary. We therefore address both the need for retention and the challenge of membership growth and diversity.

In all of this, many clubs find it wise to involve the new member’s sponsor. The sponsor keeps close contact with the new Rotarian for at least the first six months, until the new member is truly involved in the club.



Appendix 6: Sample Financial Information Sheet for Prospective Members

Prospective members should be well informed of the financial obligations of membership before being inducted.

Club dues \$_____ paid (annually/biannually/monthly)

District dues \$_____ paid (annually/biannually/monthly)

Cost of meals \$_____ paid (annually/biannually/monthly/weekly)

Average annual contributions to The Rotary Foundation

\$_____ paid (annually/ biannually/monthly)

Average cost of participation in club and district events

\$_____ paid (annually/ biannually/monthly)



Appendix 7: Sample Induction Ceremony

The following script, adapted from the ceremony used by the Rotary Club of Ulverstone, Tasmania, Australia, is a typical Rotary induction ceremony, which can be modified, shortened, or expanded to meet the needs of your club.

Club President: “ _____, it is my great pleasure on behalf of the board of directors and members of the Rotary Club of _____ to welcome you as a member. We welcome you not only for the fine fellowship that we shall share, but also for your strong arm that will help us to carry out our many projects to make our community, our country, and the world a better place in which to live.

“Rotary is not a political organization, but all Rotarians are vitally concerned with everything pertaining to good citizenship and the election of good men and women to public office.

“Rotary is not a charitable organization, yet its activities exemplify the charity and the sacrifices that one should expect from people who believe that they have a responsibility to help others.

“Rotary is not a religious organization, but it is built on those eternal principles that have served as the moral compass for people throughout the ages.

“Rotary is an organization of business and professional people pledged to upholding the highest professional standards. Rotarians believe that worldwide fellowship and international peace can be achieved when business people unite under the banner of service.”

(President requests those present to stand for the delivery of the charge that follows.)

“You, _____, have been chosen for membership in the Rotary Club of _____ because your fellow members believe you to be a leader in your special line of activity and because you manifest those qualities of head and heart that fit you to interpret and impart the message of Rotary.

“You are the representative of your vocation in this club and any information of an educational value pertaining to your craft must naturally come to us through you.

“At the same time you become an ambassador from us to your classification, and we rely on you to carry the principles and ideals of service, which we here inspire, to those who share your professional activity.

“The community will know and judge Rotary by your embodiment of it in character and service, and we accept you as a member because we know our principles and organization to be safe in your keeping.

“We also expect you to give us the inspiration that will help us to become better Rotarians, and it is with this hope that I ask your sponsoring member to invest you with the distinguishing badge of a Rotarian, and gladly offer you the right hand of Rotary fellowship.”

(President asks those present to be seated.)

"It is also my pleasure to present you with this folder of information pertaining to Rotary, which I hope you will read and think about.

"Your membership identification card shows that you are a member in good standing of the Rotary Club of _____. It is all the identification you need to visit any other Rotary club in the world.

"Fellow Rotarians, I have much pleasure in presenting to you Rotarian _____."

(The new member addresses the club, and the president offers the following closing statement.)

"I invite everyone to introduce yourselves to our new member at the earliest opportunity.

"(New member's name), for the remainder of this Rotary year, you have been placed on the _____ Committee and your chairperson will be Rotarian _____."



Appendix 8: STAR (Special Training for Action in Rotary)

The STAR program was developed by the Rotary Club of El Paso, Texas, USA, in 1976. It has proven to be a very effective tool for creating a better informed membership and preparing members for club leadership positions. Clubs are encouraged to adopt similar programs to promote a more involved and knowledgeable membership.

Because there is a complete annual turnover of new members, the program can be repeated every year. In addition to serving as a vehicle for Rotary information, the STAR breakfasts help new members get acquainted with each other and at least a few of the club's more experienced Rotarians. The friendly and informal atmosphere created by small group meetings leads to more questions and good discussions. In a large club, this can be a very helpful tool for promoting fellowship.

The following STAR guidelines can be adapted for use by your club:

- Each new member is placed on the STAR Committee and requested to complete a questionnaire and provide a photo. The new member's biographical sketch is then presented in the club's weekly bulletin. New members are distinguished by a red star pasted on their Rotary badge with a red ribbon attached, and experienced members are requested to sit with them at club meetings and become acquainted.
- Within two weeks of joining Rotary, all STAR members are visited personally in their place of business by the chair and/or co-chair of the STAR Committee.
- Hour-long STAR breakfast meetings are held once a month except in December. All new members are expected to attend these meetings for one year. No attendance credit for a club meeting is granted as it is a committee meeting.
- The STAR Committee is made up of the chair (usually a past district governor or past president), co-chair (the immediate past president of the club), and three or four other members who are past presidents, the president-elect, and a few continuing STAR members, if they request to stay.
- All club members are invited to attend at any time to update themselves on Rotary information and to meet the new members. In addition, members of any other clubs in the city or district are welcome to attend.
- Typical programs feature a welcome to first-time attendees; recognition of new STAR graduates; announcements of upcoming club and district activities and events; and the meeting program followed by questions and answers. Program topics include each of the four Avenues of Service; attendance; club history; The Rotary Foundation; and the programs of Rotary International. Programs are presented by directors or the committee chair responsible for the topic being covered.
- The new members of the STAR Committee are given the responsibility of organizing the "Holiday Luncheon" in December.
- Make-up meetings are held once a month immediately after the regular Rotary luncheon.
- The STAR Committee chair publishes a monthly report in the weekly club bulletin.



Appendix 9: Welcome to Rotary — Mentoring Worksheet

Name _____

The members of the Rotary Club of _____ are pleased to help you learn and explore the many facets of Rotary.

_____ has been assigned as your mentor, who will answer your questions about procedures and dates and help you succeed in providing service to others.

Completion of items listed below within six months will expand your vision about opportunities for Rotary service.

- | | <i>Date Completed</i> |
|---|------------------------------|
| 1. Attend new member orientation meeting or meetings as prescribed by our club. | _____ |
| 2. Read two or more of the following booklets (preferably all). | _____ |
| A. <i>Rotary Basics</i> | |
| B. <i>The ABCs of Rotary</i> | |
| C. <i>A Menu of Service Opportunities</i> | |
| D. <i>The Rotary Foundation Quick Reference Guide</i> | |
| 3. Listen to the audiotape <i>Rotary in an Hour</i> . | _____ |
| 4. Attend one or more of the following club functions: | _____ |
| A. Fellowship activity | |
| B. Board meeting (scheduled date(s): _____) | |
| C. Committee meeting | |
| D. Project activity | |
| E. Other: _____ | |
| 5. Complete one or more of the following tasks: | _____ |
| A. Serve as a greeter at a club meeting. | |
| B. Give a classification talk at a club meeting. | |
| C. Participate in a club service project. | |
| 6. Make up a meeting at another club. | _____ |
| 7. Extend Rotary to others (at least one). | _____ |
| A. Invite a guest to Rotary. | |
| B. Propose a new member. | |

Date Completed

- 8. Experience the internationality of Rotary (at least one). _____
 - A. Host a Youth Exchange student for a meal or other activity.
 - B. Host a Foundation Scholar for a meal or other activity.
 - C. Host a Group Study Exchange team member for a meal or other activity.
 - D. Host a Rotarian from another country in your home.
 - E. Invite a business or professional non-Rotarian to apply for Group Study Exchange.
 - F. Invite a non-Rotarian to apply for a Foundation scholarship.
 - G. Join a Rotary Fellowship
 - H. Participate in a Rotary Friendship Exchange
- 9. Attend one or more district meetings (listed in order of priority). _____
 - A. District conference (scheduled date: _____)
 - B. District assembly (scheduled date: _____)
 - C. Foundation seminar (scheduled date: _____)
 - D. Other district meeting _____
(scheduled date: _____)
- 10. Choose a committee on which you would like to serve. _____
- 11. Accept an assignment to serve on a club committee. _____

NOTE: This form is to be reviewed with your mentor on a monthly basis and delivered to our club secretary within six months of your induction.

3 Recruitment

Qualifications for Membership

The identification and selection of qualified members are the first steps of a productive and fulfilling recruitment process. Proper selection will increase your club's rate of retention and reinforce a positive attitude towards recruitment. Qualified potential members are:

- Men and women of good character who possess an excellent business or professional reputation
- Individuals whose residence or place of business is in, or immediately adjacent to, the club's locality

For more information regarding qualifications for membership, consult the *Manual of Procedure*.

The Classification Principle

The classification principle is designed to ensure that Rotary club membership reflects the diversity of a community's professional and business interests. A member's classification covers the principal and recognized activity of the firm, company, or institution with which the member is connected, or the member's own principal and recognized business or professional activity.

The classification principle works best when viewed as a guide, not as a rule. Qualified members may be admitted under new classifications. With the advent of new technologies over the last several years, many new kinds of jobs have been created, and classifications need to be updated regularly to ensure that these new professions are represented in your club's membership. Maintaining diversity in classification encourages the club to have a membership that is composed of different views, skills, and expertise.

Sources of information when updating your classification survey include:

- The chamber of commerce
- Business telephone directory
- Community yellow pages

Proposing New Members

The standard procedure for proposing a new member is as follows:

1. The prospective member's name is submitted to the club's board of directors.
2. The board ensures that the person is fully qualified and approves or disapproves the proposal within 30 days. The proposer is notified of the decision by the club secretary.

Note: Until approval is granted, prospective members should not be informed that they have been proposed for membership.

3. After approval has been announced, the prospective member is fully informed of the privileges, expectations and responsibilities of club membership. He or she is then asked to complete the membership proposal form and give written permission to publish his or her name and proposed classification to the club membership.
4. If no objections to the proposal are received within seven days following the publication of the name, that person, upon payment of an admission fee, is a new Rotarian.

5. The club secretary sends a completed new member report form to Rotary International as recommended by Rotary club bylaws or submits the new member's name via the Rotary Business Portal at www.rotary.org.

More information on proposing a new member can be found in *How to Propose a New Member* (254-EN). This useful brochure can be ordered through the RI *Catalog* (019-EN) or the online catalog at www.rotary.org.

Many clubs find it useful to conduct membership surveys in order to identify potential members (see a sample survey in appendix 10). Because this method can result in large numbers of potential members' names, your club membership committee and board of directors should decide how many candidates to consider at a time. Some clubs may find it easier to consider small groups of candidates at a time, and continue looking at new groups each month until the pool of candidates generated by the survey is depleted. Your club leaders should decide on a strategy appropriate for your club.

Recruitment Resources

A successful recruitment strategy involves effective and relevant projects, public relations, interesting meetings, and overall club effectiveness.

The proposal and referral forms at www.rotary.org allow any Rotarian to contribute to retention and recruitment methods through simple online forms. With the proposal form, Rotarians can propose non-Rotarians for membership in their club. This form also allows a Rotarian or a club to propose a current member who is relocating for membership in another club. This contributes to the retention of members in Rotary. The referral form allows a Rotarian to refer a non-Rotarian for membership in a club other than their own.



Appendix 10: Sample 25-Minute Membership Survey

Survey Instructions for Club Leaders

- Meet with club membership committee before you conduct the survey. Agree on a plan to get the proposed new members into the club as soon as possible.
- At the club meeting, distribute copies of the survey to each table.
- Be sure everyone has a pen or pencil.
- Explain that the club is seeking quality members.
- Advise club members to list people, even those who might not seem available for membership because of other commitments. Read aloud the questions slowly, giving everyone plenty of time to write an answer.
- After club members complete the survey, ask them to circle the names of all those who would make quality members of Rotary.
- Have club members pass the completed surveys to one person at each table, and have someone immediately collect and hand to you while you continue explaining the plan to increase membership in the club.
- After the session, meet with the club's membership committee and president. Make copies of the surveys for the membership committee and keep the originals for club records. Refer to them in the future.
- Remind the club leaders that the club has a definite plan to get as many of these quality people into the club as the club desires, starting immediately. Point out that immediate follow-through is the best guarantee of success.

Membership Survey

Your Name _____

Your Phone _____

Date _____

Standing at the front of your house, facing the street:

Neighbors across the street:

Male _____ Occupation _____

Female _____ Occupation _____

Neighbors to your right, as you face the street:

Male _____ Occupation _____

Female _____ Occupation _____

Neighbors to your left, as you face the street:

Male _____ Occupation _____

Female _____ Occupation _____

Neighbors to the back of your house:

Male _____ Occupation _____

Female _____ Occupation _____

Other neighbors you know:

Male _____ Occupation _____

Female _____ Occupation _____

Male _____ Occupation _____

Female _____ Occupation _____

Male _____ Occupation _____

Female _____ Occupation _____

Name of your immediate supervisor (if you have one):

Name _____ Job title _____

Name of his or her immediate supervisor (if he or she has one):

Name _____ Job title _____

List names of your:

Physician _____ Dentist _____

Banker _____ Minister _____

Attorney _____ Chiropractor _____

Veterinarian _____ CPA _____

Your best friend in this town _____

Occupation _____

Person you admire most in this town _____

Occupation _____

Most pleasant person you know in this town _____

Occupation _____

Person (not named above) you would most like to see in this club:

Name: _____

Occupation _____

Others you would like to have in this Rotary club:

Name _____ Occupation _____

Name _____ Occupation _____

Name _____ Occupation _____

Name _____ Occupation _____



Appendix 11: Why Join Your Local Rotary Club?

The Opportunity to Serve

Rotarians provide service at both the community and international levels. Service programs address health-care needs, hunger and poverty, illiteracy, disaster relief, and environmental cleanups, to name a few. Members experience the fulfillment that comes from giving back to the community.

Professional Networking

A founding principle of Rotary was to provide a forum for professional and business leaders. Members are leaders in business, industry, the professions, the arts, government, sports, the military, and religion. They make decisions and influence policy. Rotary is the oldest, most prestigious service club organization in the world.

Personal Growth and Development

Membership in Rotary ensures continuing personal and professional development. Leadership, public speaking and communication, organization and planning, team-building, fundraising, and teaching are just a sampling of the skills that can be exercised and enhanced through Rotary.

Friendship

Fellowship was a primary reason Rotary was started in 1905, and it remains a major attraction. Today, with more than 31,000 Rotary clubs in over 165 countries, Rotarians have friends wherever they go. Rotary helps to build community as well as enduring friendships.

Cultural Diversity

Rotary International is an association of local clubs in many countries. Clubs are open to members of every ethnic group, political persuasion, language, and religious belief. Rotary clubs contain a cross-section of the world's leaders. They practice and promote tolerance.

Good Citizenship

Membership in Rotary makes one a better citizen. Weekly Rotary club programs keep members informed about what is taking place in the community, nation, and world. Rotary's expansive network of clubs and programs provides extensive opportunities for service and interchange.

World Understanding

Rotary members gain an understanding of humanitarian issues and have a significant impact on them through international service projects and exchange programs of RI and its Foundation. The promotion of peace is one of Rotary's highest objectives.

Entertainment

Every Rotary club and district hosts parties and activities that offer diversion from one's personal and business life. Conferences, conventions, assemblies, and social events provide entertainment as well as Rotary information, education, and service.

Family Foundations

Rotary sponsors some of the world's largest youth exchange and educational exchange and scholarship programs. Rotary clubs provide innovative training opportunities and mentoring for future leaders. They involve family members in a wide range of social and service activities.

Ethical Environment

Rotarians practice a 4-Way Test that measures words and actions by their truthfulness, fairness, goodwill, and benefit to all. Encouraging high ethical standards in one's profession and respect for all worthy vocations has been a hallmark of Rotary from its earliest days.



Appendix 12: Recruitment Ideas

- Have five Rotarians join together with the goal of recruiting one new member.
- Make it a point of honor to propose a new member. Recognize the proposer in the club bulletin or at the weekly meeting.
- Visit the Membership Development section of the RI Web site at www.rotary.org to learn ideas that other clubs have used successfully. You might also use the RI Web site to share your membership development success story with other clubs.
- If a prospective member is unable to attend meetings at a luncheon club, suggest a breakfast or dinner club.
- Have the club president ask three members, as a personal favor, to propose one new member each. After one of these three proposes a member, have the president make the same request of another club member, so that the club always has three members working on a personal pledge to the president.
- Review past club bulletins for speakers who might be good potential members.
- Put a blue dot on each member's watch face as a reminder to propose a new member.
- Put a red dot on the badge of every member who has proposed a new member in the current year, or present a special badge to such members that reads "I Shared Rotary."
- Scan local business journals for names of influential and community-minded people.
- Watch "People in the News" columns in newspapers for people newly promoted who could be prospects.
- Send a welcome letter to new businesses in your area.
- Ask each member to submit three names to the club board.
- Have each member carry a business card for the club with the day and time of your club's meeting to give to prospective Rotarians.
- Each club should have a clear club membership goal and a plan for achieving it that can be communicated to each club member.
- At a club assembly or meeting, have the president or membership chair distribute three-by-five-inch index cards to each member and ask everyone to list five possible candidates on the card. Have club members submit their lists to the membership chair.
- Remind club members to tell prospective members about successful club projects.
- Have every Rotarian invite an outstanding business, professional, or community leader whom they know to join Rotary.
- Produce a brochure highlighting the community and international service accomplishments of your club.
- Identify and induct at least two new members who had previously participated in a RI or Rotary Foundation program. Work with the district foundation alumni chair, district Rotaract chair, and Rotaract club leaders to identify these potential members.

4 Public Relations

Public awareness of Rotary is essential. Making people aware of who your Rotary club is and what your club does has an impact on membership, contributions to your club and to The Rotary Foundation, and community participation in and support for your service projects.

Promoting Your Club

Effective public relations efforts at the club level promote retention and recruitment by enhancing the public image of your Rotary club. Your club membership development committee should collaborate with the club public relations committee on potential strategies to promote your club. Become familiar with the Effective Public Relations for Clubs and Districts section of the RI Web site, an excellent resource for PR ideas and suggestions. This site also contains many downloadable tools and reference materials that can be used by club committees.

When non-Rotarians visit your club, take the opportunity to introduce them to Rotary. An excellent communications tool for this purpose is a club brochure or fact sheet. This item can be distributed with other resources such as *This Is Rotary* (001-EN), the current issue of THE ROTARIAN or a regional Rotary magazine, or posted on the club Web site. Your club fact sheet or brochure should be updated on a regular basis. Consider appointing a new member to the team in charge of updating the material.

Arrange for Rotary displays in local libraries, banks, city halls, and other public places. Many organizations allow community groups to put up displays in their buildings. Order materials from RI and set up an educational display in heavily trafficked places.

Working with the Media

Use the media to promote club and district activities that address important community issues. Each time Rotary is mentioned in the news, hundreds, thousands, and sometimes millions of people are reached. More than just enhancing Rotary's image, public relations can help gain support for projects, attract members, and improve the quality of service that Rotarians provide. In order to take full advantage of the media, Rotary news must be presented properly. Consider the following tips for effectively promoting Rotary in the media:

Appoint club and district public relations chairs

Attracting media attention requires hard work and research. A significant advantage is gained by appointing club and district PR chairs who work in the communications field and understand the media in your area.

Approach the media strategically

Link your story to a larger trend or current news events. When presenting a story idea to the media, make sure it is brief and to the point. Think of how to best present Rotary in a 30-second sound bite. Tailor your idea to a specific journalist, publication or broadcast program, such as an international news program or a health segment on a local news channel.

Offer knowledgeable Rotary spokespeople

When suggesting a story to the media, make sure you can offer articulate local spokespeople who are actively involved in Rotary and able to inform others.

Identify newsworthy story angles

Every Rotary story must have significant news value. The best public relations for Rotary is effective service. How Rotary addresses real needs in the community is the kind of story that interests journalists. It helps to support your story idea with background materials, such as fact sheets or brochures, which are available from the international office in your area.

For more information about promoting local club activities, consult Rotary publications such as *Effective Public Relations: A Guide for Rotary Clubs* (257-EN).

Local Media

Speak to your local press club. Every major city has a local press organization. Learn about yours and find out whether a press club representative will come and speak at an upcoming meeting. Tell them you'd like to talk about Rotary's role in important community issues such as drug abuse prevention, tutoring, antiviolence initiatives, and preventive recreational programs designed to provide structured activities in which children can be productive and have fun.

Involve the local public relations and media professionals in your Rotary club. Consider the professions listed below. Are they represented in your current membership? Does your current classification survey encompass these professions?

- Newspaper Editor
- Magazine Editor
- Advertising Graphic Designer
- Television and /or Radio News Anchor
- Television and /or Radio News Producer



Appendix 13: Public Relations for Membership Development

Develop a Rotary Web site and encourage community organizations to link to it

The Internet is a powerful tool for sharing club and district activities. Develop your own club or district Web page to help attract and retain members, improve communications with clubs across the globe, and make club project information available to your local media. The number of people reached with Rotary's message can be substantially increased by encouraging community groups to send their visitors to your club's site for additional information on certain local issues and programs.

Solicit third-party endorsements of club or district projects

It's important for Rotarians to share the good work of Rotary. But having others talk about our good deeds is even more credible and more impressive. Organizations that your club or district has worked with are excellent sources for a third-party endorsement. Ask executive directors of organizations and community leaders to speak favorably of Rotary at events, in organizational publications, and through the media.

Ask the beneficiaries of Rotary service to speak on behalf of the club or district

No testimony is more powerful than that of a family or a person who has benefited from Rotary's work. For example, at a press conference to announce the opening of housing units that your Rotary club helped construct, have the head of household or a child speak instead of a Rotary official. Most television viewers and newspaper readers will be more moved by such personal testimony.

Publicize member participation in club and district activities in business and trade periodicals

Rotary members spend a lot of time volunteering in their communities. Have their work recognized among their professional peers by sending a press release to various industry publications. For example, for a member who is a banking professional, you might publicize the member's work on an antiviolence initiative in a local, regional, or national banking journal.

Produce a video of club and district activity

A compelling video depicting hands-on activities is a good way to tell the Rotary story. Many Rotary club members have the necessary equipment and knowledge to produce a video, and editing can often be donated. The video could be used as part of a display or sent to organizations and interested members of the media. A shorter version could be submitted for consideration as a public service announcement. The tape could also be used for district conferences and other Rotary events.

Promote Rotary's work with and for young people

The media is often interested in programs relating to young people and have a particular interest in projects carried out by young people, such as Rotaract and Interact activities and the Ambassadorial Scholarship program. Promoting the work of young people to the media is also a good way of updating Rotary's image.

Seek opportunities for Rotarians to speak at community events and in schools

Visibility is an important prerequisite to membership recruitment. Be aggressive in identifying opportunities for Rotarians to speak at community events. Rotary club members are capable of providing valuable commentary on any number of community issues. Be proactive! Don't wait to be invited. Organizers will be glad that you called.



Appendix 14: How to Use Public Service Announcements

Public awareness of Rotary supports and enhances membership growth and development. This public service announcement is just one example of a tool that can be used at the club and district level to promote public awareness of Rotary.

How to Use this Public Service Announcement

Print public service announcements (PSAs) like this one are available on compact disc for use in newspapers and other print media. These materials can be ordered through the Online Publications Catalog (www.rotary.org); from the Publications Order Services Section by e-mail: pbos@rotaryintl.org, telephone: (847) 866-4600, or fax: (847) 866-3276; or from RI international offices.

Each PSA is provided in both color and black-and-white versions, in vertical and horizontal orientations. This tool enables the user to create publicity pieces in any size and is compatible with both Macintosh and IBM computers. Each PSA can be personalized with local club or district information.

A few suggested uses are:

- Magazines/newspapers
- Community directories
- Program booklets
- District newsletters/directories
- Public displays/posters/banners
- Web sites
- Billboards
- Air/rail terminals

Rotary International Print Public Service Announcements (345-EN)

Three PSAs that focus on promoting membership in Rotary (EN, PO, SP)

The Rotary Foundation Print Public Service Announcements (335-EN)

Six PSAs that highlight various activities of The Rotary Foundation (EN, FR, JA, KO, PO, SP)

Rotary: Connecting Lives, Affecting Lives (015-EN)

Images of Rotarians engaged in polio immunizations, an Australian Rotarian effort to help families displaced by fires, and a Canadian Rotarian mobile clinic serving the homeless. Useful for publications, stationary, and billboards

Online Public Relations Resources

The RI Web site offers electronic versions of all public relations tools. In the Effective Public Relations section of the Web site (www.rotary.org), you will find “how-to” instructions to assist clubs and districts in their promotion of Rotary activities, projects, and programs. The site also offers guidance on writing press releases, placing advertisements and PSAs, and developing effective media relations. You can also register your e-mail address to receive PR Tips, a twice-monthly e-mail newsletter filled with ideas and opportunities to publicize your club projects. To register, click on Register near the Tip! box in the Effective Public Relations section of the RI Web site. Please see the PR Toolbox, which contains sample news releases and many other helpful items for download.

5 Communications

District Communications

A wide range of district-level resources are available to assist membership development efforts. Consider the following suggestions for working with your district towards your membership goals:

- Communicate what your club is currently doing regarding past goals and how the club is functioning overall.
- Communicate your club goals as well as your plan for achieving them to the district level leadership. Depending on how your district governor's communications strategy, information may go to your assistant governor or the district membership development committee.
- Use the district's Web page to communicate your club's success stories and as a source of new ideas. If the district doesn't have membership-related content on its Web site, work with the district to develop relevant content and discussion forums.
- Use the membership development resources on the RI Web site. In addition to downloadable materials, the club membership discussion forum invites Rotarians to ask each other questions and share success stories.
- Ask your assistant governor to submit your club's strategies, tools and monthly progress toward your membership goals to the district governor for inclusion in the governor's monthly letter.

Club Communications

Communication enhances members' commitment and connection to your club. It is important to keep your fellow club members informed of the club's plan for membership development and your progress towards the club's membership goals. Consider using the following tools for club-level communication:

- Club newsletter
- Club Web site
- Announcements at club functions
- E-mail communications

6 Resources

Rotary International Membership Coordinators and Zone Coordinators

The Rotary International Membership Coordinator network was created to provide a long-term, strategic approach to promoting membership development.

The network has two levels of volunteers: Rotary International membership coordinators (RIMCs) and Rotary International membership zone coordinators (RIMZCs). The RIMC coordinates membership support on a regional basis, and their RIMZCs assist them in working directly with districts.

These dedicated volunteers are knowledgeable about membership development strategies and techniques as well as specific RI programs related to membership growth and development. RIMCs and RIMZCs serve as key volunteer resources on membership development issues for Rotary districts and are available to assist district leadership in a variety of capacities.

The two main functions of the RIMC network are to

- Identify and develop regionally appropriate membership development tools and strategies
- Conduct regional training related to membership development

Ask your district membership development chair for the name of your RIMC or RIMZC, or look it up on the Membership Development section of the RI Web site or in the *Official Directory*.

District Membership Development Committee

The role of your district membership development committee is to identify, market, and implement membership development strategies that are appropriate for the district and that will result in membership growth. The committee chair communicates membership development issues, acting as a liaison between the governor, RI, and the clubs in the district. Your assistant governor or district governor should have contact information for this committee.

Each year, your club membership development committee should communicate with the district committee so that new programs, initiatives, and goals can be shared between district-level and club-level leaders. It is just as important for the district to learn about new and effective club-level strategies and tools as it is for you to learn what the district committee has to offer.

District Public Relations Committee

The role of the district public relations committee is to promote Rotary to external audiences and foster understanding, appreciation, and support for the programs of RI. The committee should also promote awareness among Rotarians that effective external publicity, favorable public relations, and a positive image are desirable and essential goals for Rotary.

Check in with this committee to see if they have any campaigns or initiatives planned that could be beneficial to your club membership development and public relations efforts.

They may also have information or tools that you can use in conjunction with your club public relations committee to create an effective campaign in your area.

RI Secretariat Staff

The RI Secretariat includes RI World Headquarters, located in Evanston, Illinois, USA, and seven international offices throughout the world.

Staff members at the Secretariat can assist you with any questions or requests. A comprehensive contact list for Secretariat staff is available on the RI Web site at www.rotary.org and in the *Official Directory* (007-EN). The following contacts at RI World Headquarters are particularly relevant to your club membership development efforts:

- Membership Development Division
- Public Relations Division
- Club and District Administration Division
- Leadership Education and Training Division



Appendix 15: Recommended Materials

A variety of information regarding service projects is available from Rotary International.

The ABCs of Rotary (363-EN) — A compact guide through Rotary's history, customs, and traditions originating from a compilation of short articles first written by 1992-93 RI President Cliff Dochterman

Getting Started in Rotary (333-EN) — Guide to sponsor's responsibilities and brief information for new members

History of Rotary (921-EN) — A seven-minute video that summarizes Rotary history

How to Propose a New Member (254-EN) — Brochure includes the basic procedure for election of a new member (includes one copy of the Membership Proposal Form)

Membership Development 2003-04 (916-EN) — A booklet featuring information on a variety of membership development ideas, tools, and suggestions for use by clubs

Membership Identification Card (418-EN) — Supplied to every Rotarian by the club secretary to verify membership (vendor contact information available on the Membership section of the RI Web site)

Organizing New Clubs (808-EN) — A guide outlining the procedures for creating a new club; includes required forms and suggestions for ensuring the effectiveness and longevity of the new club

Catalog (019-EN) — A list of RI publications, audiovisual tools, forms, and supplies (Web version available at www.rotary.org; printed 2003 edition available in June 2003)

RI Membership Development and Extension Award (901) — Brochure outlining this annual certificate award program for clubs and districts

Rotary Basics (595) — Eight-page overview of Rotary International and The Rotary Foundation (first appeared as an insert in the August 2002 edition of *THE ROTARIAN*); excellent orientation tool as well as a refresher course for established club members

Rotary Fact Pack (267) — A package of fact sheets on various aspects of Rotary, updated quarterly (regional fact packs available upon request)

Rotary in an Hour (512) — A 60-minute audiotape of Rotary information presented by professional narrators, useful in orienting, assimilating, and motivating new members

Rotary in Your Community (332) — A 30-minute video overview of Rotary club service and members; excellent for use as prepackages programming for local cable access stations

Rotary News Basket (546) — A weekly, four-page report of Rotary news and short features (annual subscription)

Rotary World (050) — Eight-page, tabloid-sized newspaper published five times a year (annual subscription)

Rotary: Your Choice for Change (919) — A nine-minute video, designed specifically for North Americans, targets prospective Rotarians, ages 35-45, by highlighting dynamic clubs and their community service projects

Strategies for Member Education (Web only) — Concise recommended guidelines for providing appropriate information about Rotary to prospective, new, and current members

Take a Look at Rotary (867-EN) — An eight-minute video designed specifically for prospective Rotarians in North America, provides an informative introduction to the many aspects of club membership

This Is Rotary (449) — A six-minute video providing a comprehensive overview of Rotary, its goals and service programs, the Avenues of Service, and the diverse service projects sponsored by Rotary clubs and The Rotary Foundation (DVD - 449V - EN only)

This Is Rotary (001-EN) — Brochure providing an overview of Rotary for prospective Rotarians and the public

What's Rotary? (419-EN) — Handy, wallet-size card answering frequently asked questions about the organization and scope of Rotary; popular as a handout to non-Rotarians

Look at the Membership section of the RI Web site (www.rotary.org) for information about prospective and new members and organizing new clubs, plus current global membership statistics, membership success ideas submitted by clubs and districts worldwide, and a wealth of other membership ideas and resources.



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