



2014 STRATEGIC PLAN SURVEY

The following report provides a detailed analysis of the results of the 2014 Strategic Plan Survey.

EXECUTIVE SUMMARY

Under the direction of the Strategic Planning Committee, Strategic Plan Surveys have been conducted to gather Rotarian feedback in 2006, 2009, 2012, and 2014. The latter three surveys have provided key Rotarian input and information to:

- Establish baseline data to document Rotarians' priorities, interests and concerns as expressed by the RI Strategic Plan (2009)
- Confirm the relevance of the entire strategic plan, its individual elements (core values, priorities, and goals) and recent strategic initiatives (2012)
- Monitor progress, track trends and identify emerging ideas that may affect strategy and planning in the future (2014)

In March 2014, a survey invitation was emailed to a random and representative sample of over 67,000 Rotarians. Achieving a response rate of 15%, a total of 10,334 Rotarians provided their feedback on a variety of strategic planning topics including:

- Rotarian support for the strategic plan's priorities and goals
- What strategic issues Rotarians believe are important to the organization now and 10 years from today
- Participation in strategic planning at the club and district level
- Evaluate implementation of the plan – assess the levels of success in reaching strategic plan goals – through the lenses of Rotarians' own experiences in their club and with Rotary as a whole

Overall, the survey results affirm the strategic direction of the RI Strategic Plan. As in 2012, Rotarians continue to strongly endorse the priorities and the goals. The results also point to areas of strength and areas of opportunity for Rotary in achieving its objectives.

Areas of Strength

- Consistency of Rotarian views on the priorities and goals of the strategic plan – Regardless of country or club, most Rotarians share similar aspirations for Rotary
- Increasing awareness of the importance of strategic planning at the club and district level
- Proud to be Rotarians and recommend our organization to their family, friends and acquaintances
- Support for both the new grants model and sustainability in Rotary’s humanitarian efforts
- Tremendous amount of Rotarian pride in the success of Rotary’s campaign to end polio
- Agreement with the Strengthening Rotary initiative’s aims

Areas of Opportunity

- Ongoing worries about the decline in membership
- Feeling that there is insufficient diversity, particularly of age and gender, in their clubs
- Lack of awareness of the new online tools, Rotary Club Central and Rotary Showcase
- Frustration with “old-fashioned” processes, bureaucracy, requirements and slow pace of change
 - Fears that attendance and meeting frequency rules drive away prospective new members
- Emerging concerns about financial sustainability of Rotary as a whole and individual clubs in the next ten years

BACKGROUND

History

The Council on Legislation created the Strategic Planning Committee in 2004 in order to provide Rotary with a dedicated committee to “develop, recommend and update a strategic plan for consideration by the board...” It further required that the Strategic Planning Committee “... survey Rotarians and clubs in discharge of its duties to review and make recommendations to the board pertaining to the strategic plan...” (Rotary bylaws 16.100). Creating the Strategic Planning Committee and the regular surveying of Rotarians affords Rotary continuity in its planning process.

The design of the 2014, 2012, 2009, and 2006 surveys has been purposeful in developing, establishing a basis for understanding and monitoring the current strategic plan. Under the direction of the Strategic Planning Committee, the survey of the RI Strategic Plan has typically been administered every three years. This year, in order to better align with the process to submit legislation to the Council on Legislation, the survey has been conducted in 2014 and will be repeated in 2017.

The initial survey conducted in 2006 identified Rotary’s most important issues. With each ensuing plan review and survey, the Board of Directors and general secretary have been able to:

- Establish baseline data to document Rotarians’ priorities, interests and concerns as expressed by the RI Strategic Plan (2009)
- Confirm the relevance of the plan elements (core values, core essence statement, goals, and priorities) and key strategic initiatives and tactics (2012)
- Monitor progress and track trends to identify emerging ideas and perceptions that may affect or influence strategy and planning in the future (2014)

Objectives

The 2014 survey maintains the same objectives as in previous years to:

- Ascertain if the plan goals and priorities reflect Rotarians’ aims for the organization
- Assess the relevance of the current plan to Rotary and to Rotary Clubs
- Assess how well the plan is being implemented
- Communicate and promote awareness of the RI Strategic Plan

Question groups were developed to assess:

- Members' club experience related to membership, retention and service
- Participation in strategic planning and implementation at the club and district level
- The appropriateness and relevance of RI's strategic plan priorities, goals and core values
- The support for select RI strategic initiatives, e.g., Strengthening Rotary, Rotary.Org, Rotary Club Central, etc.
- What strategic issues Rotarians believe are important to the organization now and 10 years from today

Survey Methodology, Invited Participants and Response Rates

In March 2014, Rotary emailed a random sample of 67,477 Rotarians a survey invitation. Ultimately, 10,334 Rotarians participated in the survey – a response rate of 15%. This year's survey was redesigned to begin with a series of questions about Rotarians' experiences in their club and with Rotary. We believe these more accessible, relatable questions attributed to this year's increased response rate. In comparison, the response rate in 2012 was 9.4%.

To achieve results that truly reflect the views of all Rotarians worldwide, the random sample of 67,477 was selected from the *entire* Rotarian population with email addresses in the RI database. This representative sample includes Rotarians from:

- All Rotary districts
- All lengths of tenure
- Every level of Rotary office
- Rotarians who do not hold any office

The survey was administered online and was available in English, French, German, Italian, Japanese, Korean, Portuguese, Russian, and Spanish.

Each of the survey links was associated with an individual email address. By linking the survey to an email address, reminders can be targeted only to individuals who have not yet completed a survey. Additionally, this link allows respondents to review and amend their survey answers prior to submission. Further, this process also ensures the results remain unbiased by preventing "ballot box stuffing"—an individual cannot complete multiple surveys.

With over 10,000 participants providing their views, we can say with a high degree of certainty that the results represent the views of Rotarians. At the standard 95% confidence level, the margin of error is only +/- .96, i.e., less than 1 percentage point.

The demographics of the respondents also broadly reflect the demographics of Rotary's membership:

- Respondents from over 150 countries

- Length of membership in Rotary
 - **4%** Less than 1 year
 - **10%** 1 - 2 years
 - **22%** 3 - 5 years
 - **27%** 6 - 10 years
 - **37%** More than 10 years

- Rotary role
 - **64%** Currently hold a Rotary office
 - **51%** of the office holders are in a club-level office (ranging from club committee member to club president-elect)
 - **36%** Do not currently hold a Rotary office

- Gender
 - **78%** Male
 - **22%** Female

- Age
 - **1%** Younger than 30
 - **5%** 30 - 39
 - **13%** 40 - 49
 - **27%** 50 - 59
 - **35%** 60 - 69
 - **17%** 70 - 79
 - **3%** 80 years of age or older

SURVEY RESULTS ANALYSIS

A Note about the Analysis

In the following sections, tables show the results as percentage of respondents who selected each response option. These scores are rounded to the nearest whole number and this rounding means the total of all responses for each question can vary from 98% to 102%. In the tables, the 2014 results are shaded **blue** and, where a comparison to 2012 results is possible, the 2012 results are underneath and shaded **green**. Some questions, particularly the questions on members' experiences, are new for this year: These new questions are marked with an “N” and do not have a comparison to 2012.

The results of the 2014 survey are largely consistent with the 2012 results. Where the same questions were asked, the scores are frequently within a few percentage points of the 2012 scores. The following analysis *only* highlights differences of *5 or more percentage points* – a difference that may indicate a real change in Rotarian opinion from 2012.

- Minor changes in scores of 1-4 percentage points may be related to the survey redesign to include more accessible questions leading to a greater percentage of non-office holders and club office holders respondents than in 2012
- Other small variances between 2012 and 2014 scores may also stem from 2012's slightly larger margin of error (+/- 2.4 in 2012 vs. +/- .96 in 2014)

Strategic Plan Priorities Reflect Rotarians' Aims for Rotary

Rotarians continue to affirm that the RI strategic plan priorities are the right ones for the organization. As in 2012, the vast majority (about 90%) of Rotarians feel each of the three Strategic Plan priorities is important or very important. However, there is one change of note: Rotarians find “**support and strengthen clubs**” and “**enhance public image and awareness**” **even more important for Rotary today** – the percentage selecting “very important” for these priorities has increased by five percentage points.

Question		Very Important	Important	Somewhat Important	Somewhat Unimportant	Not Important
Support and strengthen clubs	2014	58%	33%	8%	1%	0%
	2012	53%	36%	9%	2%	0%
Enhance public image and awareness	2014	54%	35%	10%	1%	1%
	2012	49%	37%	12%	2%	1%
Focus and increase humanitarian service	2014	47%	42%	10%	1%	0%
	2012	51%	37%	9%	2%	1%

Almost everyone tends to agree that these three strategic priorities are appropriate for Rotary and that **the strategic plan is moving Rotary in the right direction** (97% and 96% respectively).

Question		Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree
The three strategic priorities are appropriate for RI	2014	23%	54%	20%	2%	0%	0%
	2012	25%	55%	17%	2%	0%	0%
The RI Strategic Plan is moving RI in a positive direction	2014	19%	52%	25%	3%	1%	1%
	2012	24%	49%	23%	3%	1%	0%

Strategic Plan Goals Generally Reflect Rotarians' Aims for Rotary

The survey also asked participants about each of the goals assigned to each of the three priorities in the RI Strategic Plan and the following sections detail responses on each priority's goals.

Beyond the specific questions about each of the goals, another section of the survey also shows that the goals often reflect Rotarians’ aims for the organization. Specifically, when asked about Rotary’s top three issues today and in the future, respondents indicate many issues that are identical or closely aligned to the existing goals, with two exceptions. The following two tables show the results for these two questions:

- What are the top three strategic issues facing Rotary today?
- What will be the top three strategic issues facing Rotary in ten years?

The Top Three Strategic Issues	Today	In Ten Years
Membership recruitment and retention	68%	68%
Membership diversity (age, gender, etc.)	32%	29%
Innovation, modernization, flexibility and/or simplification of processes and rules	29%	32%
Public awareness of Rotary	27%	21%
Maintaining and promoting core values	21%	27%
Developing leaders	21%	21%
Polio eradication	21%	6%
Programs for youth and young leaders	17%	21%
Collaborating and connecting within Rotary	11%	8%
Rotary's public relations activities	10%	8%
Collaborating and connecting with other organizations	8%	11%
Fundraising	8%	8%
Financial sustainability	8%	17%
Areas of focus	6%	10%
Strategic planning	6%	6%
Club public relations activities	5%	5%
Other	3%	3%

Most frequently, Rotarians cite **the attraction and retention of members now and in the future as the chief strategic issue**. In open-ended comments, respondents stress the great importance of this issue to Rotary:

- *“Survival rests on membership recruitment and retention.”* (Kenya)
- *“Without new members, Rotary will wither on the vine.”* (UK)
- *“Rotary is a demographically “old” organization. We must keep recruiting new people to sustain our clubs.”* (Australia)

In their comments, survey participants also call attention to retention:

- *“Retention is the key. When Rotarians are enthusiastically engaged, they invite their friends and acquaintances to join them.”* (US)
- *“Our club has a problem with retention. This Rotary year, we inducted 7 but 2 have already resigned from the club.”* (Philippines)

Looking towards the future, Rotarians largely see Rotary facing the same top strategic challenges in ten years that Rotary faces today – only slightly re-ordering the list.

As mentioned previously, Rotarians views of the top strategic issues are mostly closely aligned with the Strategic Plan’s goals but there are two exceptions.

- About one in three Rotarians (27% for today, 32% for in ten years) see “innovation, modernization, flexibility and/or simplification of processes and rules” as a chief strategic issue for Rotary. This area is partially addressed by the goal “foster club innovation and flexibility”; however, Rotarians’ comments on this topic extend beyond the club level.

Representative comments include:

- *“Adapting processes and rules to encourage membership growth.”* (New Zealand)
- *“We have to adapt modern methods and leverage the technology available to us to be more efficient as an organization.”* (India)
- *“Structural changes to be faster, leaner and closer to members.”* (US)
- *“Reduce the bureaucracy.”* (Germany)
- *“Decentralisation.”* (South Africa)
- *“Unfortunately, the way Rotary is organised is by definition dysfunctional. Strategic goals are almost impossible to achieve as long as Clubs have full autonomy. Some mechanism is needed to overcome that problem.”* (England)

- Looking towards the future, almost 1/5 of respondents (17%) say “financial sustainability” will be a top issue in ten years.
 - A Rotarian in Sri Lanka predicts financial sustainability will be a pressing issue in the next decade because of the “*economic factors.*”
 - In Honduras, a Rotarian says it’s a necessity to ensure that “*there are resources for projects.*”
 - Others see financial sustainability as closely tied to Rotary’s membership numbers.
 - “[*Due to the*] crisis for survival because of the decrease in membership.” (Japan)
 - “*Dues are too high combined with club costs for meals, etc. to attract the demographics we need. To change that we need to reduce costs from all levels and that requires re-thinking the way we do Rotary. What are RI and District costs for travel, meetings, International Convention (should it be held every 2nd or 3rd year - same for District? and alternated?)? Not everyone has a large budget for this type of activity especially when it isn't family related. The well-off retirees are slowly passing away and what does our membership look like in 10 years.*” (Canada)

Rotarian Agreement with the Goals to Support and Strengthen Clubs

When asked, “[t]o what extent do you agree that the following goals support and strengthen clubs”, a sizable majority fully agree with 6 of the 7 goals under Support and Strengthen Clubs. **More than 90% approve of the following goals:**

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

Their responses to the “top strategic issues” question also confirm their approval of several of the goals. As discussed in the prior section, when asked what are the three most important strategic issues facing Rotary today, the top three responses are membership recruitment and retention, membership diversity, and innovation, modernization, flexibility and/or simplification of processes and rules.

Question		Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree
Improve member recruitment and retention	2014	43%	41%	13%	2%	1%	0%
	2012	45%	41%	11%	2%	1%	0%
Encourage clubs to participate in a variety of service activities	2014	32%	50%	15%	2%	0%	0%
	2012	36%	48%	13%	2%	1%	0%
Promote membership diversity	2014	35%	46%	16%	3%	1%	0%
	2012	34%	42%	18%	4%	1%	0%
Foster club innovation and flexibility	2014	31%	49%	17%	2%	1%	0%
	2012	33%	47%	17%	2%	1%	0%
Develop leaders	2014	39%	41%	15%	4%	1%	0%
	2012	38%	40%	16%	4%	2%	1%
Encourage strategic planning at club and district levels	2014	28%	43%	23%	5%	1%	1%
	2012	28%	40%	22%	6%	2%	1%
Start new clubs	2014	14%	27%	36%	15%	7%	3%
	2012	12%	24%	37%	16%	8%	3%

In contrast, views on “start new clubs” lag behind the strong support seen for the other goals and the scores are almost identical to 2012. A quarter of survey participants (25%) do not feel that starting new clubs helps support and strengthen existing clubs and another 36% only “*somewhat*” rather than strongly or fully agree that the goal aids the priority. Opinions in the comment section shed some light on the diversity of feelings on starting new clubs:

- *“It is important for new clubs to be formed creating a clean slate for younger adult Rotarians.”*(US)
- Some are opposed to starting new clubs because:
 - *“Too many clubs in our city [already].”* (Japan)
- Other Rotarians see new clubs as competing with existing clubs for members:
 - *“Richmond does not need to be creating new chapters. It only weakens existing clubs by spreading membership and destroying diversity.”* (US)
 - *“Clubs in small towns and villages are finding it difficult to retain their members. Starting new clubs in such places is a very difficult task now.”* (India)

Rotarian Agreement with the Goals to Enhance Public Image and Awareness

With levels of “strongly agree” and “agree” over 70%, Rotarians endorse all the goals aligned with the priority “Enhance Public Image and Awareness.” Among the goals, publicizing action-oriented service is particularly well-received with a full 97% of survey participants agreeing this goal enhances Rotary’s public image. In the comments, Rotarians link public awareness of Rotary’s service with the attraction and retention of members:

- *“To attract new members, and retain them, we need to show people the good we do in the world.”* (Australia)
- *“My experience recruiting 20 members to Rotary round the world has taught me to emphasise the demonstrable successes in [our service projects and activities], consistently and continuously and credibly – these are the core values the general public are attracted to.”* (India)
- *“The retention of members is directly linked to active clubs with interesting projects with Rotarians engaged in doing good. Clubs without projects are bound to have its small membership.”* (Brazil)

Question		Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree
Publicize action-oriented service	2014	46%	40%	11%	2%	0%	0%
	2012	52%	37%	9%	1%	0%	0%
Promote core values	2014	42%	41%	15%	2%	0%	0%
	2012	49%	39%	10%	1%	1%	0%
Unify image and brand awareness	2014	40%	41%	15%	3%	1%	0%
	2012	46%	39%	12%	3%	0%	0%
Encourage clubs to promote their networking opportunities and signature activities	2014	36%	42%	18%	3%	1%	0%
	2012	39%	41%	16%	3%	0%	1%
Emphasize vocational service	2014	28%	43%	24%	4%	1%	0%
	2012	29%	44%	23%	4%	1%	1%

Rotarian Agreement with the Goals to Focus and Increase Humanitarian Service

These goals are widely and strongly endorsed by a large percentage of Rotarians and only a small percentage express any level of disagreement with any of the goals. Notable results include:

- 98% support Rotary’s polio eradication efforts – and of the 98%, a full 69% “strongly agree”!
- Almost everyone agrees with Rotary’s six areas of focus
- The percentage who “strongly agree” with the goal “increase sustainable service” has increased by 5 percentage points since 2012. This strong support is consistent with the 2014 Future Vision Grant Model Survey. In this recent survey of Rotarians directly involved with grants in both pilot and non-pilot districts, 89% **support** requiring sustainability for Rotary global grants

Question		Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree
Eradicate polio	2014	69%	23%	6%	1%	0%	0%
	2012	67%	23%	6%	2%	1%	0%
Rotary's six areas of focus	2014	47%	39%	12%	2%	0%	0%
	2012	46%	38%	12%	3%	1%	0%
Create significant projects both locally and internationally	2014	42%	42%	13%	2%	1%	0%
	2012	44%	39%	13%	3%	1%	0%
Increase sustainable service	2014	35%	48%	14%	2%	1%	0%
	2012	30%	50%	17%	2%	0%	0%
Programs for youth and young leaders (Interact, Rotaract, RYLA, etc.)	2014	42%	39%	16%	3%	1%	0%
	2012	35%	40%	21%	3%	1%	0%
Increase collaboration and connection with other organizations	2014	28%	43%	23%	5%	1%	0%
	2012	29%	42%	22%	5%	1%	0%

Implementation of the Strategic Plan

The next sections assess how well the RI Strategic Plan is being implemented, including club strategic planning, clubs and districts demonstrating the core values, views on Rotary's strategic initiatives, and Rotarians' experiences in their own clubs. This latter group of questions is new to the survey this year and helps identify areas of strength and areas of opportunity in meeting the goals.

Strategic Planning at Club and District Levels

A significant majority, as in 2012, continue to say it is important or even very important for clubs and districts to have strategic plans. However, in both survey cycles, a total of 18% feel club strategic planning is only somewhat important, somewhat unimportant or not important.

Question		Very Important	Important	Somewhat Important	Somewhat Unimportant	Not Important
Importance of Rotary International having a strategic plan ^N	2014	64%	26%	7%	1%	1%
Importance of district having a strategic plan	2014	48%	38%	11%	2%	1%
	2012	42%	42%	14%	2%	0%
Importance of club having a strategic plan	2014	47%	35%	14%	3%	1%
	2012	43%	39%	15%	3%	0%

While there is little difference between 2012 and 2014 scores when asking about the importance of strategic planning, the survey results point to an increased number of clubs and districts who are developing strategic plans and informing their members about these plans.

- Almost half of respondents say “yes” when asked if their district has a strategic plan – an increase of 13 percentage points over 2012
- 45% say their club has a strategic plan (+4 vs. 2012) and the percentage of “don’t know” responses for club-level planning has declined by 6 percentage points to 21% in 2012

In the past few years, Rotary has developed an online tool Rotary Club Central to assist clubs with strategic planning, setting goals and monitoring their progress. When a respondent said that their club has a strategic plan, the respondent was asked an additional set of questions on use of this tool. The results of these questions indicate a lack of awareness of Rotary Club Central – about 1/3 replied “don’t know” to these questions.

Question		Yes	No	Don't Know
Does your club have a strategic plan?	2014	45%	34%	21%
	2012	41%	33%	27%
Does your district have a strategic plan?	2014	47%	7%	46%
	2012	34%	6%	60%
The following questions were asked only of those who said “yes” when asked if their club has a strategic plan.				
Does your club use resources available on rotary.org to assist with its strategic planning? ^N	2014	56%	20%	24%
Does your club align its strategic plan with the RI Strategic Plan?	2014	56%	15%	30%
	2012	55%	14%	31%
Does your club create annual and long-term goals using Rotary Club Central? ^N	2014	39%	29%	32%
Does your club monitor club achievements and progress toward goals in Rotary Club Central? ^N	2014	34%	31%	35%

Demonstrating the Core Values in Day-to-Day Activities

The RI Strategic Plan includes five core values:

- Service
- Fellowship
- Diversity
- Integrity
- Leadership

Respondents were reminded of these core values and then asked whether these values are exemplified in the actions of their club, their district, and Rotary as a whole. The results suggest that there may be room for improvement in living the values in clubs and districts – over 10% “somewhat” to “strongly” disagree that the values are demonstrated in both. Another 30% only “somewhat agree.”

The results of a question on club diversity (shown later in this report) point to “diversity” as the most challenging core value. While Rotarians indicate strong support for diversity, 32% indicate that their club’s membership does not reflect the demographic diversity of their community. Their comments in response to the question on Rotary’s greatest strategic issues highlight age and gender diversity:

- *“My club is all male and resists diversification.”* (UK)
- *“Need to increase awareness that woman can join.”* (Japan)
- *“AGE!!! When people hear that I am in Rotary, they ask what I'm doing with the blue hairs. We have to find ways to attract younger members.”* (Virgin Islands)

Question		Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree
RI supports these core values in its activities	2014	22%	47%	23%	5%	2%	1%
	2012	28%	48%	19%	4%	1%	1%
These five core values are demonstrated in my club's day-to-day activities	2014	18%	44%	27%	7%	3%	1%
	2012	24%	42%	27%	6%	1%	1%
These five core values are demonstrated in my district's day-to-day activities	2014	13%	42%	32%	9%	3%	1%
	2012	17%	42%	30%	7%	2%	1%

Implementation of Focus and Increase Humanitarian Service

Looking at Rotarians' perceptions of *their own* experiences with humanitarian service, there appears to be several areas of strength for Rotary.

- As a whole (99%), Rotarians are proud of Rotary's polio eradication efforts and successes
- Only 8% express any level of opposition to the new grant model and its aims of increasing sustainable service. The 2014 Future Vision Grant Model Survey on the new grant model confirms this finding of widespread support: Across both pilot and non-pilot districts when asking Rotarians directly involved with grants, 87% rate the new grant model as "good", "very good" or "excellent."

Question	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Don't Know / Undecided
I am proud of Rotary's polio eradication campaign ^N	72%	21%	5%	1%	0%	0%	0%
Club service projects are well organized ^N	18%	47%	25%	6%	3%	1%	0%
The emphasis on fundraising in my club is appropriate ^N	13%	43%	25%	11%	5%	1%	1%
The new grants model (Future Vision) will lead to more sustainable and effective service projects with greater impact ^N	21%	34%	21%	5%	2%	1%	16%
Rotary Showcase makes it easier for clubs to share information with each other about service projects ^N	13%	29%	24%	6%	2%	1%	25%

Rotarians were also asked about Rotary Showcase, a strategic initiative to develop an online tool that allows clubs to share information about their service projects. As with Rotary Club Central, the results here again show a lack of awareness of this online tool (25% “don’t know”).

A significant percentage of Rotarians indicate a desire for more community service projects in their club (25%) and international service projects (37%). This finding has significance not only for Rotary’s humanitarian service efforts but also member engagement. In the 2011 Strengthen Rotary’s Brand survey, Rotarians said that community service was a top reason why they both *joined and stayed* a member of Rotary – and international service ranked third in the reasons why they stayed.

Question		Just Right	Too Many	Too Few
The number of community service projects done each year by your club is ... ^N	2014	70%	5%	25%
The number of international service projects done each year by your club is ... ^N	2014	57%	6%	37%

Implementation of Enhance Public Image and Awareness

When asked about Rotary’s top strategic issues today, 27% indicate “public awareness of Rotary.” Concerns about public awareness may be driving the high levels of support (97%) for the Strengthening Rotary initiative to achieve a consistent Rotary image, message and voice.

Areas of concern for some include their club’s public relations activities in their community and the public’s awareness of Rotary’s service efforts – and successes – around the world.

- 19% do not feel that their club has a strong presence in their community
- 23% do not feel that Rotary receives the credit it deserves for its humanitarian projects and polio eradication efforts
 - Rotarian concerns in this area may be justified: In the 2013 Global Polio Awareness Study, conducted in 10 countries; **only 11%** knew that Rotary was involved in the campaign to end polio.

Question	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Don't Know / Undecided
I agree with the goals of the Strengthening Rotary project, i.e., to achieve a consistent Rotary image, message and voice ^N	43%	41%	13%	2%	0%	0%	1%
Rotary has a good reputation in my community ^N	40%	34%	18%	5%	1%	0%	2%
My club has a strong presence in our community ^N	21%	31%	29%	12%	5%	2%	1%
Around the world, Rotary receives the credit it deserves for its humanitarian projects and polio eradication efforts ^N	16%	29%	30%	13%	7%	3%	3%

Implementation of Support and Strengthen Clubs

In terms of recruiting new members, the results indicate that Rotarians are proud to be members and most recommend Rotary to others. However, almost a quarter express some disapproval about the amount of emphasis in their clubs on recruitment.

Question	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Don't Know / Undecided
I am proud to be a Rotarian ^N	63%	27%	7%	1%	0%	0%	0%
I recommend Rotary to family, friends, and colleagues ^N	32%	42%	18%	4%	2%	1%	1%
The emphasis on attracting new members in my club is appropriate ^N	14%	36%	27%	14%	7%	3%	0%

Respondents understand and appreciate the importance of diversity, but 32% indicate their clubs do not reflect the demographic diversity of their community. Diversity of membership was one of Rotarians' top choices for strategic challenges and a Rotarian in Australia commented, "*Rotary Clubs cannot be relevant to the needs of their local community if the membership does not reflect the composition of that community.*"

Question	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Don't Know / Undecided
It's important that membership development plans take regional and cultural differences into account ^N	35%	46%	15%	2%	1%	0%	1%
My club reflects the demographic diversity of our local community ^N	10%	29%	28%	17%	11%	4%	1%

In reference to the goal “ variety of activities”, about 20% of survey participants suggest that they would like more opportunities for networking, a better fit when determining which activities the club undertakes, and improvements in involving new members.

Question	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Don't Know / Undecided
I have the opportunities I want to connect and collaborate with other Rotarians -- across clubs and districts ^N	16%	43%	26%	8%	4%	1%	1%
My club does a great job involving new members in our club's activities, projects, and programs ^N	15%	34%	30%	13%	6%	2%	0%
Rotary provides members sufficient opportunities for professional networking ^N	12%	37%	30%	12%	6%	2%	2%
My club involves each member in activities according to the member's interests, skills, and availability ^N	13%	33%	30%	14%	6%	2%	1%
Rotary does a good job of sharing best practices across the organization as a whole ^N	7%	32%	36%	15%	5%	1%	4%

Other results point strongly to a significant percentage of Rotarians’ desire for more club innovation and flexibility and provide additional data on why Rotarians selected “innovation, modernization, flexibility and/or simplification of processes and rules” and “financial sustainability” among their top strategic challenges for Rotary today and in the next decade.

The following table shows that only a slight majority feel the pace of change is just right while 35% say that Rotary is changing too slowly and even more 39% feel their club is moving too slowly.

Question		Just Right	Too Fast	Too Slow
The pace of change in Rotary as a whole is...	2014	58%	7%	35%
	2011¹ Strengthen Rotary's Brand Survey	58%	3%	38%
The pace of change in my club is... ^N	2014	58%	3%	39%

Almost all feel that their club officers do a good job, but more than 10% do not agree that leaders regularly act on member input or make decisions in a timely matter. In terms of change, about 20% feel that the club does not do a good job updating its processes and rules for today's members. At the Rotary-level, even more are dissatisfied: 26% *disagree* with the statement "Rotary's rules and processes meet the needs of today's members." Representative comments include:

- *"Remove barriers to recruitment such as attendance rules and permit flexible frequency of meetings as clubs feel is best for them."* (UK)
- *"Rotary rules are only in paper. Many clubs are not following even the minimum 50% attendance requirements."* (India)

¹ The Strengthen Rotary's Brand Survey was an engagement survey conducted in November 2011 as part of the Strengthen Rotary initiative. Almost 10,000 Rotarians (9,989) participated in the survey.

Question	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Don't Know / Undecided
My club's officers effectively fulfill their roles ^N	30%	42%	19%	5%	2%	1%	0%
Rotary's rules provide each club with sufficient flexibility to make club decisions ^N	14%	44%	25%	8%	3%	1%	3%
My club regularly acts upon members' input and ideas ^N	16%	42%	28%	8%	3%	1%	1%
Decisions are made in a timely manner in my club ^N	15%	43%	27%	9%	3%	1%	1%
I am aware of the Council on Legislation and its responsibility for any change to RI's Constitution and Bylaws ^N	18%	34%	18%	9%	9%	3%	9%
My club does a good job updating its processes and rules to meet the needs of members ^N	11%	37%	31%	12%	5%	2%	3%
In my opinion, financial strength and operational efficiency should be top priorities ^N	14%	33%	32%	12%	6%	1%	2%
Rotary's rules and processes meet the needs of today's members ^N	5%	29%	37%	17%	7%	2%	3%
The following question was only asked of respondents who said aware of COL.							
The decisions of the Council on Legislation really represent what Rotarians want ^N	4%	28%	42%	12%	5%	1%	8%