



# *The* **ROTARY ACTION PLAN**

A strategic framework to help Rotary create positive, lasting change in communities and people worldwide.



# WHO WE ARE

Rotary is a network of 1.4 million people of action who lead us toward fulfilling our vision.



## OUR VISION

**TOGETHER** WE SEE A WORLD  
WHERE **PEOPLE** UNITE AND TAKE ACTION  
TO **CREATE** LASTING  
**CHANGE** ACROSS THE GLOBE  
IN OUR COMMUNITIES  
AND IN OURSELVES





## OUR MISSION

We provide **service to others**, promote integrity, and advance world understanding, goodwill, and peace through our network of business, professional, and community leaders.



# WHO WE ARE



## OUR PRIORITIES

We know that realizing our vision requires a strategy. The Action Plan provides a structure to help us achieve that vision through four priorities:



### INCREASE OUR IMPACT

Use evidence to define, measure, and analyze our projects to ensure that we're using resources effectively while making positive, meaningful, and lasting change.

### EXPAND OUR REACH

Connect with new audiences who share our passion for service and for making change, and create innovative ways for them to experience Rotary.

### ENHANCE PARTICIPANT ENGAGEMENT

Give people reasons to join Rotary and stay involved with us by providing meaningful experiences and opportunities to make connections, build skills, and serve communities.

### INCREASE OUR ABILITY TO ADAPT

Embrace innovation and new perspectives that allow us to respond nimbly to the evolving needs of our communities, clubs, and members.



# OUR AREAS OF FOCUS

As people of action, we believe we have a shared responsibility to get involved in solving some of the world's most persistent problems. Through our 46,000-plus clubs, we work together and concentrate our efforts on:

ENVIRONMENT



PEACEBUILDING AND CONFLICT PREVENTION



DISEASE PREVENTION AND TREATMENT

## ROTARY'S AREAS OF FOCUS

COMMUNITY ECONOMIC DEVELOPMENT



WATER, SANITATION, AND HYGIENE

BASIC EDUCATION AND LITERACY



MATERNAL AND CHILD HEALTH



# BUILDING THE FOUNDATION FOR OUR FUTURE

A letter from Rotary International CEO John Hewko



More than a century ago, Rotary pioneered a new model of service leadership built on person-to-person connections. Today, those connections form a network that spans the globe — bridging cultural, linguistic, and geographic barriers — with a shared vision of a better world.

Achieving that vision requires a plan. Through focus groups and surveys, Rotary members and participants told us we needed to become more nimble, more responsive, and open to new ideas. They want Rotary to better capitalize on changing technologies and trends.

In response, we developed the Action Plan, which provides the framework for us to identify and address critical challenges that we face as an organization.

The Action Plan makes use of our remarkable professional capabilities, especially the ability to listen to and learn from others.

Our priorities — increasing our impact, expanding our reach, enhancing participant engagement, and improving our ability to adapt — reflect the input, feedback, and hopes of current and

former members, leaders, alums, Youth Exchange students, and staff. In all, we contacted more than a million people connected to Rotary to ensure that our Action Plan priorities are the right ones and authentically Rotary. This is our plan, and we look forward to your contributions as we work to achieve it.

Sincerely,

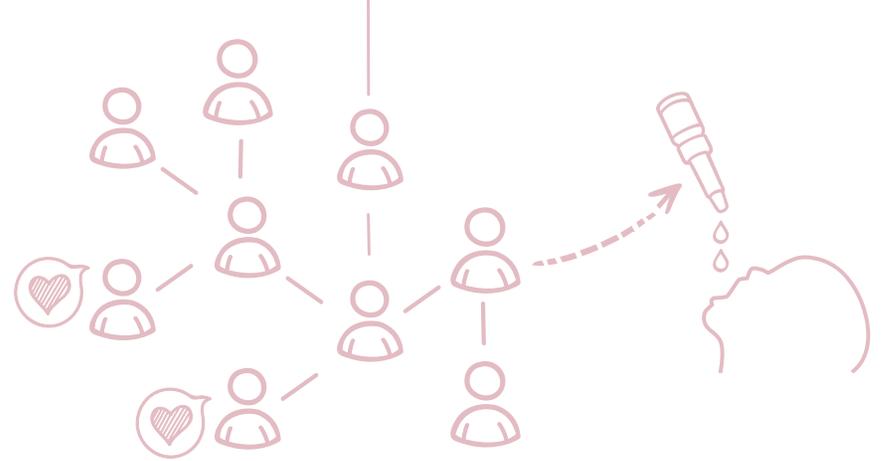
**John Hewko**

*General Secretary and Chief Executive Officer*

# INCREASE OUR IMPACT

## Creating a legacy of change

Rotary members are known for getting results. As people of action, we invest in relationships, make decisions based on evidence, and mobilize our networks to develop meaningful, lasting solutions. We carry out service projects that create deep connections that last across decades and continents. Our collective efforts can change lives for generations.



### OUR LONG-TERM OBJECTIVES:

- Eradicating polio and leveraging that legacy
- Focusing our programs and offerings
- Improving our ability to achieve and measure our impact



# INCREASE OUR IMPACT

Rotary's **strategic initiatives** are the organizational activities that help us achieve our larger goals. Members, volunteers, and staff work together on these initiatives.

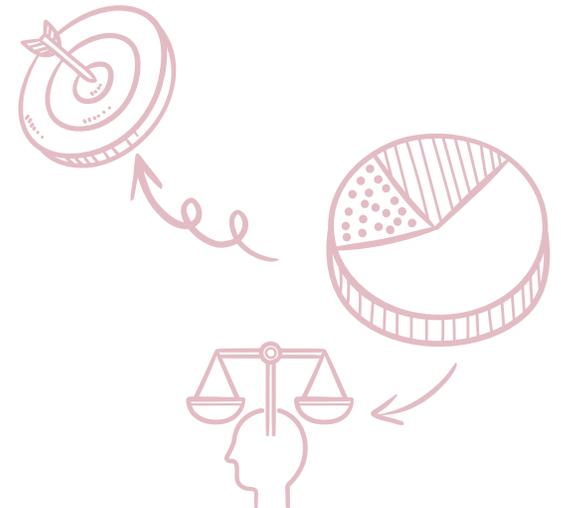
To increase our impact, we're striving to create change that lasts and to be able to show, measure, and assess that change.

## WE'LL ACHIEVE THESE GOALS BY:

**Identifying the most effective ways to measure our impact.** Rotary is developing a standard definition of impact or a way to measure outcomes globally to ensure that we're making meaningful change.

**Aligning our programs with what members and participants want.** We're working to improve the member and participant offerings to make sure we give people experiences that they value and can help Rotary increase our lasting positive change.

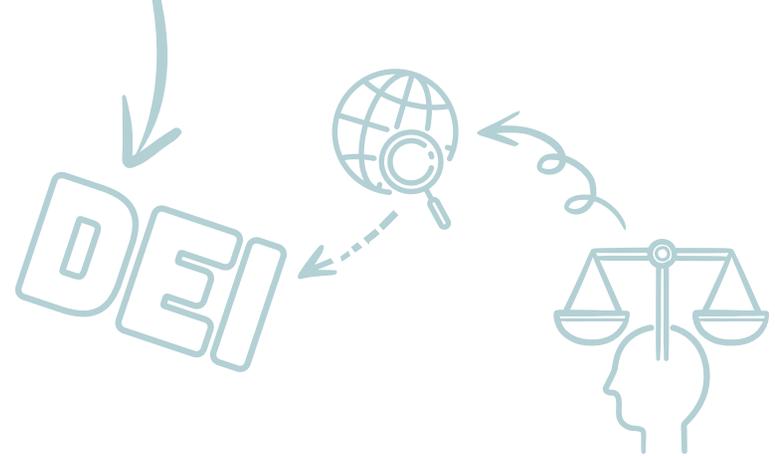
*"A good project is a catalyst for sustainable change."*



# EXPAND OUR REACH

## Building connections and opportunities

We inspire others to get involved as members, participants, and partners. We create new ways for more people to experience Rotary as we become more inclusive and ambitious.



### OUR LONG-TERM OBJECTIVES:

- Growing and diversifying our membership and participants
- Creating new pathways into Rotary
- Increasing Rotary's openness and appeal
- Building awareness of our impact and our brand



# EXPAND OUR REACH

Rotary's **strategic initiatives** are the organizational activities that help us achieve our larger goals. Members, volunteers, and staff work together on these initiatives.

To expand our reach, we're sharing our values with new audiences, creating new ways to bring people together to experience the power of Rotary, and working with new partners.

## WE'LL ACHIEVE THESE GOALS BY:

### Testing and evaluating new club types and other ways to be involved.

Not everyone can commit to attending regularly or paying membership dues. We're finding new approaches to offer the Rotary experience to people in ways that will work for them as their needs evolve.

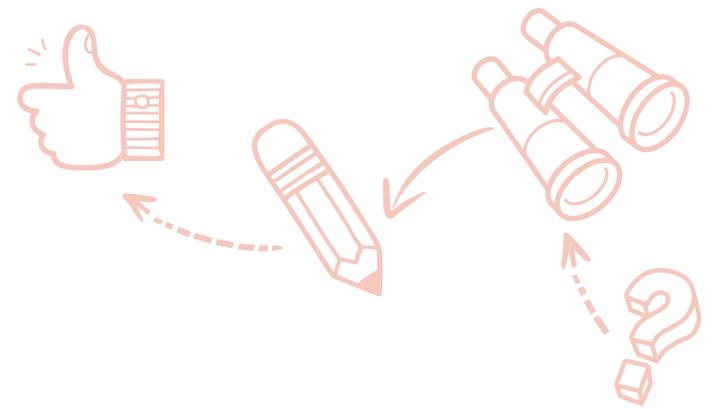
**Making sure that we reflect the communities we serve.** Engaging more with people from groups that are underrepresented in Rotary broadens our understanding and brings in new voices and fresh perspectives.

**Increasing people's understanding of Rotary.** Although the public is aware of Rotary, people don't always understand what we do. We'll tell our stories in consistent, engaging ways to build awareness of our brand and knowledge about our work.

*"We all can and should be working on this. It isn't something that leaders alone can do."*



# ENHANCE PARTICIPANT ENGAGEMENT



## Putting members and participants first

Rotary provides people with experiences that feel personally fulfilling and professionally relevant, and we're working to give members and participants even more reasons to stay involved with us. We strive to understand the needs of others and know that we accomplish more when we work together. This includes more mentorship opportunities, ways to build skills, leadership facilitation, and other chances to challenge themselves and make the world a better place. Our youth programs develop the next generation of leaders.

### OUR LONG-TERM OBJECTIVES:

- Helping clubs to better engage their members
- Developing a participant-centered approach to deliver experiences that people value
- Offering new opportunities for people to make personal and professional connections
- Providing leadership development and skills training



# ENHANCE PARTICIPANT ENGAGEMENT

Rotary's **strategic initiatives** are the organizational activities that help us achieve our larger goals. Members, volunteers, and staff work together on these initiatives.

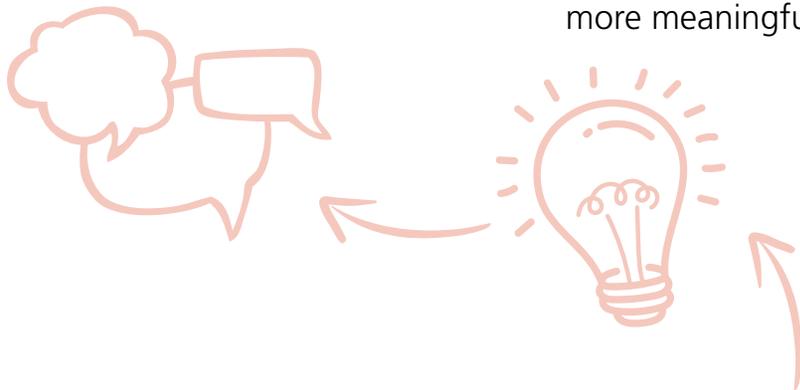
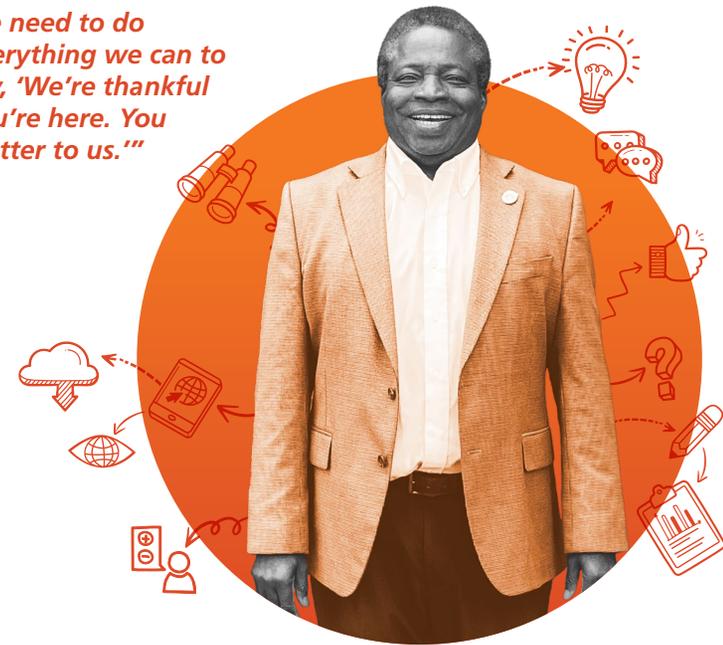
Enhancing participant engagement means that anyone who encounters Rotary has an experience that exceeds their expectations. Being involved in Rotary should be as exciting, fulfilling, and meaningful in decade five as it is on day one.

## WE'LL ACHIEVE THESE GOALS BY:

**Expanding the resources and partnerships focused on leadership and building skills.** We offer people both self-directed and participatory learning experiences to increase their knowledge and competence.

**Developing ways to measure engagement, and motivating clubs to improve their results.** When members feel dissatisfied, they become less engaged. By understanding exactly what drives engagement, we can better support clubs as they adjust and deliver more meaningful experiences.

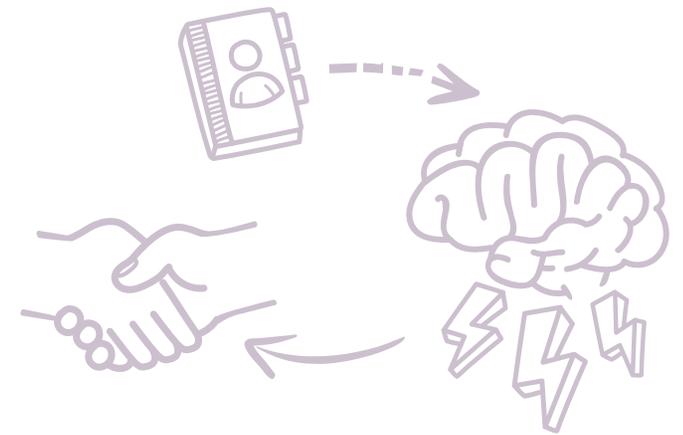
*"We need to do everything we can to say, 'We're thankful you're here. You matter to us.'"*



# INCREASE OUR ABILITY TO **ADAPT**

## Staying resilient and inventive well into the future

As people of action, we seek new perspectives and ideas that can strengthen Rotary and create lasting change within our organization as well as in the world. New technology and changes in membership trends have accelerated our efforts to create more paths into leadership, make a more significant impact on society through partnerships, ensure that our conversations include diverse voices, and simplify how we function. Using our collective imagination and what we learned from the COVID-19 pandemic, we're promoting new ideas and creating a strong foundation for innovation, sustainability, and growth.



### **OUR LONG-TERM OBJECTIVES:**

- Building a culture of research, innovation, and the willingness to take risks
- Streamlining our governance, structure, and procedures
- Including more diverse perspectives in our decision-making processes



# INCREASE OUR ABILITY TO **ADAPT**

*"We can achieve harmony and amplify the sound if we all play the same tune instead of a staccato selection of solos."*



Rotary's **strategic initiatives** are the organizational activities that help us achieve our larger goals. Members, volunteers, and staff work together on these initiatives.

Increasing our ability to adapt means seeking new opportunities to create lasting change, creating alternate paths to leadership, asking for input from a wider variety of groups, and investing in technology that supports our mission.

## **WE'LL ACHIEVE THESE GOALS BY:**

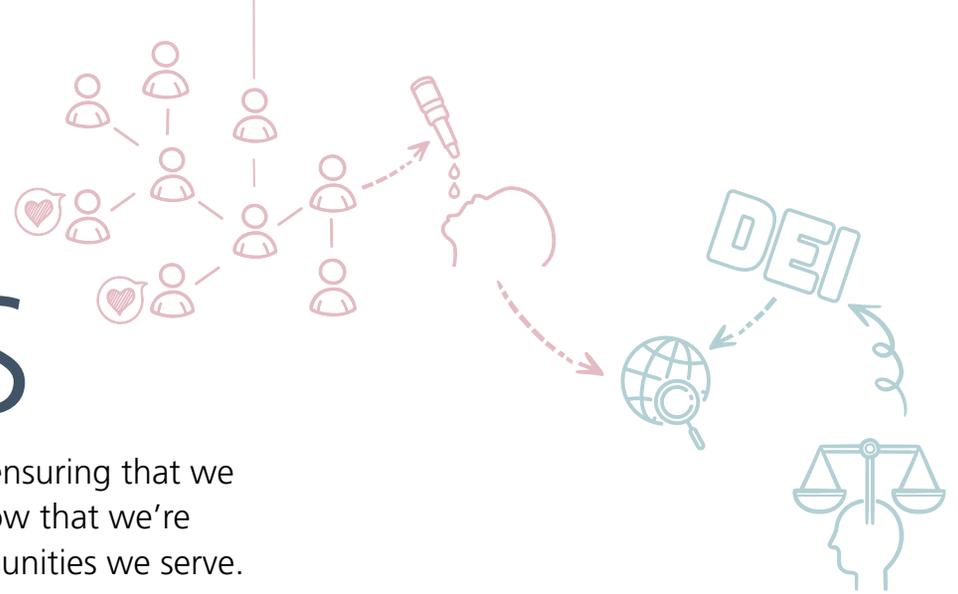
**Adopting strategies to help people lead and manage change across Rotary.** By emphasizing a mindset that embraces change, we can more easily reduce redundancies, accelerate our decision-making processes, and adapt more quickly.

**Building and supporting an innovation framework.** We're proud of our history and traditions, but being responsive to new ideas will help us establish the innovative culture necessary for Rotary to thrive.

**Capitalizing on new technologies to facilitate connection and collaboration.** We're using technology to make being a member more rewarding. We're also exploring new ways to connect people, such as through clubs based on causes or for short periods of transition.



# MEASURING OUR SUCCESS



The Action Plan gives us continuity in our vision from year to year, ensuring that we keep moving toward fulfilling our shared purpose. How will we know that we're making progress? By being accountable to ourselves and the communities we serve.

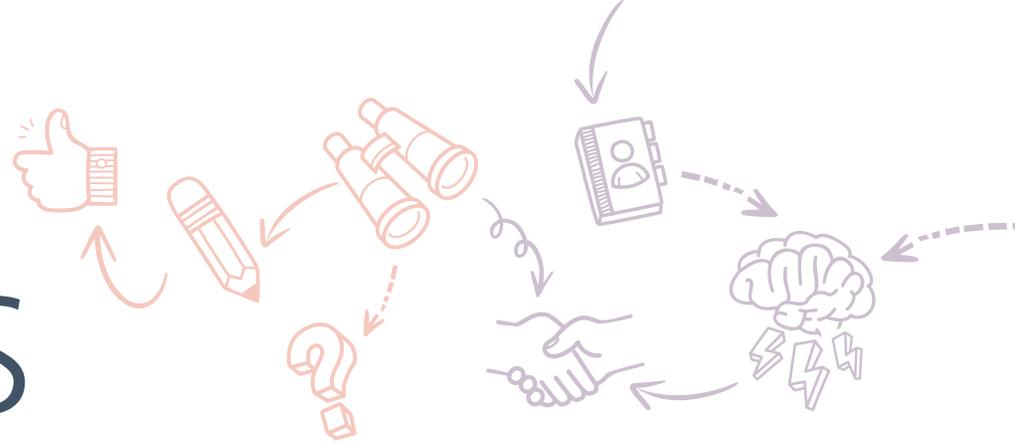
## INCREASE OUR **IMPACT**

OBJECTIVE	HOW WE'LL MEASURE SUCCESS
Eradicate polio and leverage that legacy	<p><b>Our members and partners have more awareness and understanding of our impact.</b></p> <p><b>We can use the data we collect to quantify the impact we have on communities.</b></p>
Focus our programs and offerings	
Build the practices, infrastructure, and capacity necessary to define, measure, and analyze data from our projects	

## EXPAND OUR **REACH**

OBJECTIVE	HOW WE'LL MEASURE SUCCESS
Grow and diversify our membership and participants	<p><b>Rotary's engagement and participation increase.</b></p> <p><b>Our members and participants include more people who have traditionally been underrepresented in Rotary.</b></p>
Create new pathways into Rotary	
Increase Rotary's openness and appeal	
Build awareness of our impact and brand	

# MEASURING OUR SUCCESS



## ENHANCE PARTICIPANT **ENGAGEMENT**

OBJECTIVE	HOW WE'LL MEASURE SUCCESS
Help clubs to better engage their members	<b>Member engagement levels increase.</b>
Develop a participant-centered approach to deliver experiences people value	<b>Members are more satisfied with their club experience.</b>
Offer new opportunities for people to make personal and professional connections	<b>Member retention rates increase.</b>
Provide leadership development and skills training	<b>More participants stay involved with Rotary.</b>

## INCREASE OUR ABILITY TO **ADAPT**

OBJECTIVE	HOW WE'LL MEASURE SUCCESS
Build a culture of research, innovation, and a willingness to take risks	<b>We invest more in innovative projects that increase opportunities within Rotary.</b>
Streamline our governance, structure, and procedures	<b>More people find new ways into leadership roles.</b>
Include more diverse perspectives in our decision-making processes	

ROTARY INTERNATIONAL

[rotary.org/actionplan](https://rotary.org/actionplan)

Send your questions or comments  
to the strategic planning office:  
[spo@rotary.org](mailto:spo@rotary.org)



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