



Rotary Club of Greenville, SC

Strategic Plan

2010

RI Mission

Rotary is an organization of business and professional men and women united worldwide who provide humanitarian service, encourage high ethical standards in all vocations, and help build goodwill and peace in the world.

Rotary Club of Greenville Mission

The Rotary Club of Greenville is a premier service organization of Greenville's business and community leaders who:

- **Make a meaningful humanitarian impact upon the Greenville community and the world**
- **Promote high ethical standards**
- **Promote international peace and understanding through the worldwide Rotary community**
- **Develop business and personal relationships**
- **Reflect the rich diversity of the Greenville community**

Objectives identified for our Rotary Club ranked in order of importance:

- 1. Develop Club Members into “Rotarians”**
- 2. Ensure our Club Remains Relevant and Meaningful**
- 3. Maintain a Healthy and Dynamic Level of Club Membership**
- 4. Communicate Effectively with the Membership**
- 5. Develop Club Leaders**
- 6. Promote Awareness of Rotary in the Greenville Community**
- 7. Engage our Club in International Service**
- 8. Interact and Partner with Other Metro Clubs**

Detail on these Objectives follows

Objective: Develop club members into Rotarians

What Does Success Look Like?

We develop Rotarians who understand, support and promote the Object of Rotary, who internalize the Four-Way Test, and who support both District and International activities and events.

Measurables:

1. Attendance at club meetings including make-up activities
2. Number of first-year Rotarians who complete their New Member Checklist
3. Number of Rotarians who are Paul Harris Fellows/Sustaining Members
4. Number of members attending District Assembly, District Conference and RI Conventions

STRATEGIES

(What will we work on to realize our Objective?)

1. Improve attendance at club meetings and/or make-up activities
2. Improve member involvement in the club, as measured by more members participating in more club activities and projects
3. Have strong orientation program and continuing education for Club Members
4. Focus recruiting/selection activities on service-oriented candidates (people who already understand "Service Above Self")
5. Actively promote RI Foundation awareness and giving and our local Rotary Club Foundation
6. Actively promote Greenville (local) Foundation awareness and giving
7. Actively promote and selectively subsidize member participation in District and RI events

ACTIONS/PROJECTS

(What will we DO in support of these Strategies?)

1. Track Attendance and respond early to potential problems as evidenced by a member's lack of attendance at meetings or make-ups
2. Track member Committee assignments with the goal of having every member active in at least one Committee
3. Survey members annually regarding committee interests. Distribute survey results to Directors & Committee Chairs.
4. Require Committee chairs to report their Committee membership, and to set higher goals for the number of people on their Committees
5. Invite key Committee chairs to BOD meetings, to report directly on committee membership, participation and accomplishments Have them on rotating basis and when especially relevant to their committee
6. Track makeup activity as a surrogate for member project participation
7. Evaluate prospective members to ensure they understand expectations for becoming a Rotarian and meet qualifications for membership

8. Make sure we engage members by having meaningful programs and projects, and encouraging their attendance and participation

Objective: Ensure our club remains relevant and meaningful

What Does Success Look Like?

We create relevant and meaningful experiences for the individual Rotarian, our club and the community. And we tell people about these experiences

Measurables:

1. Our Community & International Service projects address pressing community needs
2. Our Community & International Service projects attract the attention of not only members but also the general public
3. We continue to expand and “re-invent” ways to serve both the community and the world

STRATEGIES

(What will we work on to realize our Objective?)

1. We make sure we are doing things that individual Rotarians find fulfilling and that make a difference in the lives of individuals, our community and the world
2. We make sure we tell people about what we are doing so that others can see we are an active, engaged club that is making a difference
3. Ensure that the Programs Committee understands our members’ views of relevant and meaningful program topics & speakers
4. We put a face on Rotary – through an awareness campaign that reaches our members and the community. More photos, more “beneficiaries” addressing the club, more programs focused on Rotary accomplishments. We have an expanded Web presence that has more photos, more information about our club, etc..
5. Develop projects, activities and events that are interesting and relevant to women and younger members
6. Interview community leaders to assess community needs
7. We focus on continuity of the club through Strategic Plan that is updated annually Long-Range Planning

ACTIONS/PROJECTS

(What will we DO in support of these Strategies?)

1. Conduct surveys or interviews to assess members’ perceptions of satisfaction, relevance, club direction, etc.
2. Promote club members (key committee chairs) reporting on activities and accomplishments of the club – delivered in print, at club and board meetings, etc. to continuously “resell” our members on Rotary.
3. Maintain a committee focused on attracting and retaining female members, including leadership development and responsibility for relevant projects/events

4. Establish an “Under-40 Committee” focused on attracting and retaining younger members, including leadership development and responsibility for relevant projects/events
5. Expand the scope and functionality of our Club Bulletin – include linkable extended articles and topics in an “E-Newsletter” fashion
6. Publish club Mission, for use in Membership Development and review with prospective members.
7. Maintain a Long-Range Planning Committee comprised of past presidents, president-elect, club secretary review club’s Strategic Plan (Long Range Plan) at least annually, meet with president-elect at least by May before his/her year begins to review the P-E’s Goals, strategies, etc. for the new year. Then meets at least once during the club year to review progress, challenges, etc.

Objective: Maintain a healthy and dynamic level of club membership

What Does Success Look Like?

We maintain a membership level of between 375 and 425 members who are excited about being Rotarians, regularly participate in club meetings and fellowship activities, and participate in club projects. Our membership is diverse in age, gender, race, religion and national origin, reflecting the diversity of the Greenville community.

Measurables:

1. Range of membership remains between 375 and 425
2. Minority membership increases, particularly in under-represented groups -- i.e. Hispanic & Asian ethnicity & national origin
3. Female membership increases
4. Retention is high – reduce “elective” turnover (reasons other than relocation, etc.)
5. Club gains more younger members

STRATEGIES

(What will we work on to realize our Objective?)

1. Continue aggressive recruiting efforts – year round, actively bridging Rotary years and holiday seasons. A steady “flow” of new members month-to-month.
2. Actively seek members in under-represented classifications.
3. Actively seek members who reflect the ethnic diversity of our community.
4. Continue new member development program
5. Create a “continuing education” program for members
6. Indicate a willingness to “take in” a club that is about to fold or is in trouble because of membership decline
7. Make Women’s Membership Development Committee a standing committee
8. Create Young Rotarians Committee charged with increasing number of younger Rotarians and creating activities that appeal to them
9. Create an absolute minimum number for membership so we have an “all hands on deck” if we reach that number.
10. Start focusing on potential membership losses very early in the club year

ACTIONS/PROJECTS

(What will we DO in support of these Strategies?)

1. Implement/Utilize RI educational brochures/pamphlets/etc. for distribution at meetings
2. Have a Discover Rotary at least once per month, same time same place
3. Keep new member orientation program current and “celebrate” blue badge “graduation” at meetings throughout the year.
4. Create and maintain a formal Exit Interview process, record the results, and regularly examine demographics of resigning members

5. Establish a policy for the Chaplains Committee that invocations always be conducted in a manner which will respect the religious convictions and faiths of all members.

Objective: Communicate effectively with the membership

What Does Success Look Like?

We enhance and improve member communication so that all of our members know about events, projects and accomplishments of the club.

Measurables:

1. The measure of this objective will be the breadth of information distribution and the awareness of our members of this information as we strive for maximum transparency

STRATEGIES

(What will we work on to realize our Objective?)

1. Establish an “umbrella” Club Communications Committee, which coordinates all communications, internal and external. (See “Promote Awareness” Objective for details.
2. Produce an Annual Report and publish it on the Web
3. Produce annual budget and share with our members (in Member-only access part of Web site)
4. Expand our electronic communications
5. Increase the quality of communications
6. Increase quantity (frequency) without desensitizing people
7. The incoming president shares his/her goals for the new year and strategies for accomplishing those at the beginning of the club year and document is posted on Web site
8. The incoming president shares his/her Club Planning Guide with BOD and membership
9. Put club’s Strategic Plan on the Web site and emphasize its important to all club members

ACTIONS/PROJECTS

(What will we DO in support of these Strategies?)

1. Track and document club accomplishments through the club year and publish on Web site
2. Develop a mechanism (and requirement) for committee chairs to report events/activities/accomplishments to a club-wide communications chair
3. Expand available space format of our club bulletin, “The Rotarian” to accommodate more material per issue
4. Expand photo & video content of club publications – designate one or more Club Photographers, who regularly upload their best work to the online Event Gallery
5. Consider EXTERNAL publication of the Annual Report
6. Expand E-Alerts for members about upcoming projects, special programs or other activities.

Objective: Develop Club Leaders

What does success look like?

We have a ready and deep pool of qualified candidates for the board, president-elect and committee chairs. We maintain a succession plan for officer positions and Avenue of Service directors. We attract new members who are in leadership positions at work. Our members regularly participate in Rotary Leadership Institute classes.

Measurables

1. We have an organized & documented succession plan for committees.
2. We develop guidelines (a mentoring program, perhaps) for preparing oneself for the board or president elect. We communicate this potential leadership path to all our members
3. Experienced leaders in the club help identify enthusiastic and talented Rotarians and help prepare them for leadership responsibilities.
4. A succession plan of Officer “chairs” prepares presidents-elect for office in advance
5. Treasurer of the Club serves a multi-year term (2-3 years) with an assistant that takes over when term is expired
6. Avenue of Service Directors have assistant directors with the expectation that the assistant directors will succeed to become Avenue Directors.
7. Increase in the number of members participating in RLI.
8. Incoming presidents have an ample supply of experienced Rotarians to turn to for leadership assignments.
9. Committee chairs come into office with a keen appreciation for their assignment, with written guidelines to help in their duties and with the background needed to hit the ground running on July 1.

STRATEGIES

(What will we work on to realize our Objective?)

1. Develop a means of tracking member “readiness”, including leadership development activities and prior club leadership roles.
2. Create an Officer “chairs” succession plan and change By-Laws as necessary to reflect change
3. Pay members’ fees to take RLI classes
4. Actively seek new members who are leaders in their professions. (Owners, top managers, etc.)
5. Promote District Leadership roles among our members
6. Ensure that BOD members fully understand their leadership roles and their accountability for specific Committee accomplishments

ACTIONS/PROJECTS

(What will we DO in support of these Strategies?)

1. President designates a Director to establish Committee Chair Expectations, to monitor Handoff Reports and to review each Committee's own succession plans. (Director of Leadership Development?)
2. Develop a "Committee Chair Expectations" outline that clearly communicates expectations of Committee Chairs
3. Require "Handoff Reports" of outgoing committee chairs, so new chairs take up where the past chair left off.
4. Require Succession Plans of Committee chairs, thereby "grooming" committee members for future chairmanship.
5. Conduct at least one (annual Club Assemblies, including Directors, Officers, Committee Chairs and Executive Assistant. Review club's plans and goals and progress
6. Brief Board annually on Not-for-Profit Board responsibilities
7. Develop a Club Operations Manual, documenting key business processes and systems.

Objective: Promote Awareness of Rotary in the Greenville Community

What Does Success Look Like?

The Greenville community develops a better appreciation for the Rotary Club of Greenville. The community understands what this club does and can better appreciate the club's contributions. Rotary becomes a recognized "brand" in Greenville.

Measurables:

1. The Greenville Rotary Club's work is recognized in this community through media coverage
 - a. Number of club-originated news releases increases
 - b. Number of articles placed in the local media increases
 - c. Number of "Op Ed" and Letters to Editor re: Rotary increases
2. Number of "hits" on our website increases
3. New members are recruited as a direct result of visiting the website

STRATEGIES

(What will we work on to realize our Objective?)

1. Establish Media-related Sub-committees of an "umbrella" Club Communications Committee, which coordinates all communications, internal and external
 - a. Bulletin
 - b. Publicity/PR
 - c. Technology
 - d. Health & Happiness
 - e. Club Historian
 - f. Club Photographer and train Club Administrator on photography
2. Discuss promotional activities with the Chamber of Commerce and Convention/Visitors Bureau
3. Purchase space on area websites (eg. greatergreenville.com, greenvilleonline.com, Chamber of Commerce, CVB, etc.
4. Create an energized Publicity/PR Committee.
 - a. The Publicity/PR chair works with the media to create awareness of club activities.
 - b. The media are invited to key club meetings, such as Teacher of the Year and Law Day.
5. Actively contend for District achievement awards, with multiple well-written entries. These are excellent "source material" for news releases, club news items, etc.
6. The Club considers Public Service Announcements (PSAs) and paid advertising to promote its brand, its activities and the benefits of belonging to the Rotary Club of Greenville.
7. Coordinate Roper Mountain Holiday Lights publicity with Rotary Club of Greenville Publicity & PR.

8. Establish a 100th Anniversary Committee, responsible for a “landmark event”, timed closely with the club’s 100th anniversary (in 2017)

ACTIONS/PROJECTS

(What will we DO in support of these Strategies?)

1. Appoint a representative of the Holiday Lights PR Committee to be part of the club Publicity/PR committee
2. Budget for PSAs and/or paid advertising
3. Restructure “Media” Committees under a Club Communications Committee
4. Improve Search Engine Optimization of club website to increase traffic
5. Investigate development of a “Member of Greenville Rotary” “bug” for cross-linking to member websites
6. Place more Service Project Pages on website
 - a. Scholarships
 - b. International Projects
 - i. Fukui Twin Club relationship
 - ii. Agriculture in Haiti

Objective: Engage our club in International Service

What Does Success Look Like?

Our members understand the international dimension of Rotary and enthusiastically participate in international projects. The Rotary Club of Greenville annually “adopts” an international project to fund or to actively participate in. Meaningful projects may end up being biennial efforts. The Twin Club relationship with Fukui, Japan may provide a good opportunity.

Measurables:

1. Annual completion of an International project, whether through funding or direct participation.
2. The international significance of Rotary is highlighted at a minimum of four meetings a year (not the entire meeting, but a portion of it dealing with subjects such as Ambassadorial Scholars or Youth Exchange).
3. We have a group of Rotarians from our club participate in an international project **in another country** at least once every five years.
4. Host at least one Youth Exchange student annually, and heavily promote outbound student participation (increase outbound student headcount)
5. Engage more fully with Group Study Exchange (GSE) – sponsoring team members, promoting our own members as Team Leaders, and actively hosting inbound teams.

STRATEGIES

(What will we work on to realize our Objective?)

1. Sponsor a team to travel to another country to participate in an RI-identified project. Almost a mission-type trip like those churches participate in. “Adopt” or partner with an international Club to be most effective.
2. Fundraise for a specific RI-identified project that would benefit an area of need in another country.
3. Develop an international project where our own “outbound” team will participate “on the ground” in another country.

ACTIONS/PROJECTS

(What will we DO in support of these Strategies?)

1. Recruit members for the International Projects Committee that may have experience in mission-type trips
2. Recruit “Internationally-oriented” members to participate heavily in the International Projects Committee

Objective: Interact and partner with other Metro Clubs

What does success look like?

Our club is a recognized leader among the Rotary Clubs in our area and plays a leadership role in joint projects and programs. Having initiated the Metro Club strategy in 2005, we will maintain a Metro Club meeting schedule that all Metro Clubs can actively participate in. (a minimum of once a quarter) The meetings are scheduled at a time that avoids conflict with any regularly scheduled Rotary Club meeting.

There is one significant Metro Club project per year that all Metro Clubs actively take part in.

Measurables

1. Metro Clubs meetings are attended by all current Presidents and/or Presidents-elect, or their appointees.
2. A Metro Club project is planned and completed within the Rotary year that would promote cooperation from all Metro Clubs.
3. Metro Clubs sponsor and participate in joint fellowship activities with presidents-elect leading the effort
4. Positive feedback from Metro Presidents/Presidents-elect

STRATEGIES

(What will we work on to realize our Objective?)

1. Rotary Club of Greenville will host the first few events (meetings) to create momentum and get a roundtable discussion going with regards to the future plans of this Metro Club "council".
2. Create a firm meeting schedule that would not preclude any other Metro Clubs because of other Rotary meetings.
3. Use Metro Club meetings to exchange "best practices", experiences and solutions among clubs.

ACTIONS/PROJECTS

(What will we DO in support of these Strategies?)

1. Sponsor and nurture Metro Club activities and events
2. Promote a "Leadership Structure" within the Metro Clubs organization – attempt to get other presidents to step up to carry the organizational burden. Absent a willing volunteer, Greenville will provide leadership in the interim.