

# ROTARY INTERNATIONAL

## Strategic Plan 2007-10

### **Mission and Vision**

The mission of Rotary International, a worldwide association of Rotary clubs, is to provide service to others, promote high ethical standards, and advance world understanding, goodwill, and peace through its fellowship of business, professional, and community leaders.

The vision of Rotary International is to be universally recognized for our commitment to Service Above Self to advance world understanding, goodwill, and peace.

### **Core Values**

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

#### **Service**

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

#### **Fellowship**

We believe that individual efforts focus on individual needs, but combined efforts serve humanity. The power of combined efforts knows no limitation, multiplies resources, and broadens our lives and perspectives. Fellowship leads to tolerance and transcends racial, national, and other boundaries.

#### **Diversity**

We believe Rotary unifies all people internationally behind the ideal of service. We encourage diversity of vocations within our membership and in our activities and service work. A club that reflects its business and professional community is a club with a key to its future.

#### **Integrity**

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

#### **Leadership**

We are a global fellowship of individuals who are leaders in their fields of endeavor. We believe in the importance of leadership development and in leadership as a quality of our members. As Rotarians, we are leaders in implementing our core values.

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

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### Priorities and Goals

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

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

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

**Board Approved June/July 2007**

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### **Why these priorities?**

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

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

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

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

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

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

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

### **What impact does strategic planning have on clubs and districts?**

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

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

**For information purposes only—Not Board Approved**