STRENGTHENING YOUR MEMBERSHIP

Great clubs don't happen by chance. They're a result of careful planning, thoughtful actions, and dedicated efforts to ask for feedback, try new ideas, and adapt. Great clubs also have a strong, thriving membership and can demonstrate long-term impact.

Rotary

INTRODUCTION

GETTING STARTED

We recommend that you start with the "Getting Started" section to help you determine which approach to try first.

This guide includes strategies for growing membership that you can use in your club. These three approaches below all align with our strategic priorities:

ATTRACTING NEW MEMBERS

Welcoming new and more diverse members to our clubs is critical to expanding our reach as well as increasing our impact. The strategies in this guide will help you identify how you can make your club more appealing to prospective members. We need to make participants central to what we do, ask them how they want to engage with us, and make sure they know that we value their participation.

OFFERING VALUE TO EXISTING MEMBERS

When we provide a fulfilling club experience, members feel valued and stay excited about Rotary's work. In a typical year, we welcome about 150,000 new members into Rotary clubs — and lose a similar number each year. Approximately 10% of new Rotary club members leave within a year of joining. Although this varies regionally, it's a long-standing issue. Intentional efforts that enhance participant engagement can help increase our retention rates.

STARTING AND NURTURING NEW CLUBS

New clubs demonstrate our ability to adapt and allow us to expand our reach. New clubs can accommodate diverse needs and interests and offer more meeting times and formats. New clubs have traditionally driven our growth and on average, 88% of charter members of new clubs are first-time members. And although many new clubs are started by district leaders, all of us can help them be successful.

YOUR SUPPORT FROM ROTARY

Because growing Rotary is our top internal priority, you have many people in your region and throughout Rotary who want you to succeed and can help you reach your membership goals. Your district membership committee, governor and assistant governor, Rotary coordinator, and the Rotary International staff can all help clubs be vibrant and grow. Rotary leaders and staff members can answer questions and advise your club on formulating an effective membership plan. You can submit a question to RI staff and find contact information for your district and zone leaders on the district and zone websites or in the Official Directory.

Throughout this resource, you'll find links to resources including courses on Rotary's Learning Center. To access courses directly through these links, please log into the Learning Center first.

GETTING STARTED

The first step in building a stronger, more vibrant club is recognizing that making improvements will require some effort. Some parts will be easier, like making sure participants and visitors know how to find your meetings. Some parts will be more challenging, like assessing your club to understand how you can be more inclusive to current and prospective members. Use the Your Membership Plan worksheets at the end of this guide to develop a plan that works for your club.

GETTING STARTED

Why should strengthening membership be one of our top priorities?

Growing membership will always be one of the most important goals for a club. Why is that? A club with more members has more people available to plan and carry out service projects and events. It offers the chance for members to make more interpersonal, community, and professional connections and build more friendships. A club with more members includes more people's perspectives and experiences, which contribute to better decisions and outcomes. And having more members means clubs can give more to The Rotary Foundation, which lets members amplify their impact through grants.

ON YOUR OWN:

Go to My Rotary and find the Club Membership Profile report in the Membership and Foundation Reports section. This will show you how many members your club has lost and gained over the past four years.

WITH CLUB OFFICERS:

Discuss the report's findings. What insights or questions do they have about the trends? What additional data do you need before assessing other areas of your club? Encourage all club officers to subscribe to the Membership Minute newsletter, which features membership development strategies, club success stories, and member profiles.

WITH YOUR CLUB:

Have an honest conversation about whether members feel ready to focus on growing membership. Don't try to solve any concerns at this point, just allow people to talk. Commit to being candid with them about what strategies you want to pursue.

PAUSE AND REFLECT

Think about what your club would be like with more members, having vibrant and fun events, and making a bigger difference in your community. Now consider what actions or changes will be necessary to achieve that. How confident are you in your club's ability to commit to growing membership?

GETTING STARTED

How do we start strengthening our membership?

After you've found and discussed the data, schedule some time to assess other aspects of your club to help you identify areas to focus on. A thorough assessment is a lot of work, but worth it to create a strong, sustainable club!

ON YOUR OWN:

Complete the Is Your Club Healthy? course in the Learning Center. This will help you think about the member experience and start conversations with club leaders and other members.

WITH CLUB OFFICERS:

Ask club leaders to complete the Club Health Check. It's designed to be a quick but methodical way to determine what your club is doing well and what changes you might want to make. After your officers have completed the health check, discuss their findings and ideas about what to do next.

WITH YOUR CLUB:

Use an online member satisfaction survey to gather feedback from members, which is essential to keeping your club vibrant. Involving members also shows that you care about their expectations and value their opinions. You may want to ask a trusted person outside your club, such as an assistant governor or district membership chair, to facilitate the club assessment so that people are more candid. Then, be prepared to act on the feedback you receive.

PAUSE AND REFLECT

Think about how you'll get feedback from your members. Some effective formats are small- or large-group discussions, surveys, and focus groups. Consider asking someone with experience in facilitation to lead these discussions.

GETTING STARTED

How do we form a club membership committee?

To accomplish your membership goals, you'll need a strong team with the time, dedication, and skills to develop a plan and carry it out. Establishing a club committee gives you more opportunity to successfully implement the strategies in your plan and involve club members in the endeavor. If you have a large club, consider creating subcommittees for distinct types of membership activities.

ON YOUR OWN:

Make sure everyone on the committee has completed the Club Membership Committee Basics learning plan. This is a great way for them to learn strategies to attract and engage members.

WITH CLUB OFFICERS:

Think about the work of current and past club membership committees. Develop a process to review your club's membership plan, talk with the membership committee on a regular basis, assess what membership initiatives went well and what opportunities exist for improvement, and make changes based on that feedback.

WITH YOUR CLUB:

Schedule time at meetings for the club membership committee to report to members on their work and get feedback. Emphasize that all members have a part in strengthening the club's membership. Share the Club Membership Committee Checklist and make sure that members who want to join your club's membership committee know what the process is in your club.

PAUSE AND REFLECT

Learn more about the membership committee's responsibilities with the Club Membership Committee Checklist. Which of these things does your club already do well? Which would you like to improve?

GETTING STARTED

What if some members don't want to change?

The same diverse perspectives that let us think about issues in different ways and solve them more creatively can also lead to instances of disagreement. If this occurs, make sure to listen and emphasize the value of diverse perspectives. You may have to approach an issue more slowly or in a new way. Allowing members to contribute to these decisions in meaningful ways will foster enthusiasm and make it more likely that your plan is implemented successfully.

ON YOUR OWN:

Complete the Essentials of Understanding Conflict Resolution course. You'll learn how to understand, manage, and resolve conflict.

WITH CLUB OFFICERS:

Ask club leaders to complete the Rotary's Change Model course to build their problem-solving and mediation skills and know how to plan for change, engage people in the process, and respond to resistance. If your club is making changes, talk candidly about the resistance you may encounter and identify people who can serve as advocates for the change.

WITH YOUR CLUB:

Talk honestly with members who may resist change to understand what they value, what they believe is at risk, and the source of their worries. If people feel understood, that usually fosters goodwill — even if there's still some disagreement. Think about how to acknowledge their perspective and offer a compromise or another way of thinking about the issue that could address their concerns. If their resistance is about trying something new, suggest a trial period and an assessment.

PAUSE AND REFLECT

Resistance to change is a natural reaction. For changes to be successful, people who are leading the change need to engage those who will be affected by it. Showing commitment and using communication and coaching can help keep the focus on the effect the change will have on people.

Think about how ready your club is to change. What will be the biggest challenges? Where are the opportunities to excel? Then, refer back to Rotary's Change Model course for possible next steps.

Record your ideas from this section in the Your Membership Plan worksheet.

ATTRACTING NEW MEMBERS

The Rotary Club of Boothbay Harbor, Maine, USA, realized it needed to innovate during the COVID-19 pandemic, so members converted their big annual secondhand sale fundraiser into a smaller weekly event. The new approach became a way to engage current members while serving the community and attracting prospective members. Learn more about how they adapted.

Now, find out how you can attract new members to your club.

ATTRACTING NEW MEMBERS

How can we be more diverse?

When clubs include a representative mix of the age groups, genders, professions, backgrounds, and ethnic groups in their community, they benefit from a wider range of skills and greater volunteer resources, leadership prospects, and fundraising potential. Rotary and Rotaract clubs that bring together people with diverse perspectives better address the needs of their communities.

ON YOUR OWN:

Become familiar with Rotary's Commitment to Diversity, Equity, and Inclusion. Complete the Creating an Inclusive Club Culture course and consider whether people from groups that are currently underrepresented would feel welcome in your club. Then, take the Diversify Your Club course to learn about leading with empathy and integrity, and building authentic relationships.

WITH CLUB OFFICERS:

Gather demographic information about your community so you have reliable data to know which groups are underrepresented in your club. Discuss the advantages of having a diverse membership and which actions listed in the Creating an Inclusive Club Culture course your club is willing to take.

WITH YOUR CLUB:

Present the findings of your demographic investigation. Discuss that data, ways to include people from underrepresented groups, and how you can create a club that better reflects your community. The diversity assessment can help. When you invite new members from underrepresented groups, consider inviting several people at one time. Help them get involved in the club right away and be receptive to their feedback.

PAUSE AND REFLECT

One aspect of making sure that your club is welcoming to new members who have different backgrounds is recognizing microaggressions and addressing them appropriately. Complete the Microaggressions course to understand what they are, then discuss your thoughts with other members.

Think about a situation when you witnessed a microaggression. How might you have addressed it differently?

ATTRACTING NEW MEMBERS

Where do we find prospective members?

Every club needs new members in order to stay vibrant and active. These members introduce innovative ideas, offer different perspectives, and expand your reach in the community. You can find new members by asking people you know, contacting your online membership leads, building relationships with groups that are underrepresented in your club, cultivating new connections, and using social media.

ON YOUR OWN:

Complete the Strategies for Attracting New Members course. You'll learn how to make your club more attractive and accessible by updating the experience you offer and showing people what your club does well. If you can do this, you'll be able to add members while having fun and thriving as a club.

WITH CLUB OFFICERS:

Consult the Engaging Younger Professionals Toolkit for ideas on how to work with younger leaders who are more likely to use Rotary's online resources to express their interest in joining. Ensure that you can create a positive experience for prospective members, even those who don't ultimately join a club.

WITH YOUR CLUB:

Complete the prospective member exercise. This will help you develop a group of candidates, determine how to introduce them to your club, and understand what they want in a club so you can fulfill those needs. Practice talking to prospective members about your club.

PAUSE AND REFLECT

Encourage people in your club to invite prospective members to service activities, social events, and club meetings so they can learn how your club works with the community and provides opportunities for friendship and connection. You may also want to host prospective member events to share more about Rotary.

What are the benefits of maintaining an active list of prospective members and being intentional about interacting with them, even if they don't join your club?

ATTRACTING NEW MEMBERS

How do we welcome new members?

When a person becomes a Rotarian or Rotaractor, it's special for both the member and the club. Whether you mark this event with a separate ceremony or induct new members at a club meeting, make sure you acknowledge and celebrate their involvement in Rotary.

ON YOUR OWN:

Learn how new members can get involved by using the Designing Your Rotary Experience guide. Encourage new members to participate in ways that match their interests. Offer to sponsor or mentor a new member or help with orientation sessions.

WITH CLUB OFFICERS:

Review your current orientation process and consider how to improve or standardize future programs. Find tips in our new member orientation materials. Think about how to involve your club membership committee in this process.

WITH YOUR CLUB:

Distribute the member interest survey to learn about new members' skills and interests so you can involve them in activities and projects that are meaningful to them. Get acquainted with new members and encourage other members to get to know them, including people's backgrounds and interests.

PAUSE AND REFLECT

Many new member orientations likely discuss Rotary's history, structure, and areas of focus. But it's also a great opportunity to talk about how new members can get involved beyond their clubs. Tell people about opportunities the district offers, such as serving on a district committee and attending district conferences and learning events. Share the Designing Your Rotary Experience guide for a full list of ways to get involved.

What have you done to get involved outside of your club, and how has that enriched your Rotary experience? How can you inspire new members with those stories?

Record your ideas from this section in the Your Membership Plan worksheet.

OFFERING VALUE TO EXISTING MEMBERS

The Rotary Club of Jefferson City Evening, Missouri, USA, understands that each member values something different about their Rotary experience, whether it's flexibility, friendship, family involvement, or serving the community. Club leaders show members that what they want and need matters — which leads to engaged members and higher satisfaction with the club experience. Learn more about how the club prioritizes fun.

Now, learn more about how you can offer value to existing members.

OFFERING VALUE TO EXISTING MEMBERS

How do we better engage current members?

Rotary's research confirms that the most important factor in member satisfaction is the club experience. Try your best to offer an experience that keeps members engaged and excited. Engaged members participate in club activities, meetings, events, projects, and club leadership. They also feel a strong attachment to their club because they enjoy the friendships and connections that are part of being a member. They're motivated to put extra effort into club activities and projects and are proud to tell others about the impressive work their club is doing.

ON YOUR OWN:

Complete the Best Practices for Engaging Your Members course. This will help you develop strategies to keep people engaged. Learn more about flexible options for clubs and the different experiences you can offer to members, such as alternative membership types and meeting formats.

WITH CLUB OFFICERS:

Review the Engaging and Keeping Members guide to understand how to involve people at each phase of their membership. Then, use the exit survey in Understanding Why Members Leave to help you determine why people resign from your club.

WITH YOUR CLUB:

Discuss what makes up the club experience. Have a discussion about what works well and what could be improved. Then use the member satisfaction survey to get additional feedback about each factor.

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OFFERING VALUE TO EXISTING MEMBERS

What can we do to make our meetings more fun and interesting for everyone?

While inviting someone to a social event or a service activity before they come to a meeting might be a better way for prospective members to learn about your club, the club meeting is often their first Rotary experience. Attending a meeting lets someone experience what it's like to be a member and observe the club's culture. Whether your meetings have a similar structure from week to week or vary every time, it's good to regularly analyze your practices and the components of the meeting. This helps you determine what's working and what you might change to ensure that everyone is engaged and the experience is meeting or exceeding their expectations.

ON YOUR OWN:

Think about your club meetings and how they can be improved. Explore the speakers from recent Rotary events on the Club Programming Channel and consider how you can incorporate content like this into your meetings.

WITH CLUB OFFICERS:

Remember that many people join Rotary to develop friendships and expand their networks. Are you giving members enough time to focus on and strengthen their relationships? Also discuss how your club's practices might affect its image in the community. Use materials from the Brand Center to promote your club and explore the different club types, meeting formats, and models that can make your club more appealing.

WITH YOUR CLUB:

Review the member satisfaction survey results and have an honest conversation about your meetings, what parts members like more, and what they like less. Try other formats and ideas to find what works best. This could be focusing on service projects, leadership development activities, committee work, social gatherings, member professional talks, or vocational visits to local businesses and organizations. Find an effective balance between new ideas and important traditions.

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OFFERING VALUE TO EXISTING MEMBERS

How do we raise awareness about Rotary and our club?

Building an appealing public image is vital to any organization's success. Promoting Rotary and your club in your community builds understanding and recognition of its contributions, both locally and worldwide. Research indicates that people are more likely to give time and money to an organization with a proven record and evident results. You can raise awareness of your club's successes and activities using Rotary's resources and through compelling storytelling.

ON YOUR OWN:

Learn more about how people perceive your club. Talk to friends and family members to find out what they know about Rotary and your club. Ask someone you know to find basic information about your club using its Facebook page or website, or with Rotary's Club Search tool. Ask them how easy it was and what impression they got of your club.

WITH CLUB OFFICERS:

Ensure that your club's meeting time and place and other information is current on My Rotary, on your website, and on your social media pages. Assess your promotional materials and discuss how to make them more compelling. Use the Brand Center materials to help you plan an event, find compelling images and videos, and discover customizable items including a club brochure.

WITH YOUR CLUB:

Talk to members about how they can tell Rotary's story in your community. This might be through one-on-one conversations, events, news stories, your website, or social media. Use tips from this webinar to learn more about effective storytelling. Make sure your audience knows how it can learn more or find more information.

PAUSE AND REFLECT

Do you share on social media about the opportunities your club offers to the community? If not, why not? If you do, how can you use your posts to attract prospective members? Think about activities that are relevant to your community, such as service projects and social events. Consider making your posts shareable and including a link to your club website so people can learn more.

How well does your club publicize its events and opportunities for partnership with others in the community?

OFFERING VALUE TO EXISTING MEMBERS

How can we share our stories in a compelling way?

Every club member has a story. Think about your own: Why you joined, why you stay, and how your involvement, your service, or your friends in Rotary improve your life. Why tell your story? It gives participants a chance to learn what Rotary or Rotaract means to you. You can strengthen your bonds with other members and deepen your club's sense of community by telling a story that affects everyone. You can share Rotary's impact more effectively if you share a powerful narrative about why the funds we raise matter.

ON YOUR OWN:

In considering your Rotary or Rotaract story, what moments best illustrate the satisfaction you've gotten out of your experience? Consider how you would tell the story succinctly to someone you just met. Then, share your story on your personal and the club's social media pages with a link to the Join page.

WITH CLUB OFFICERS:

Ask your club public image committee to use resources on the Brand Center, such as these social media tips, to promote your club.

WITH YOUR CLUB:

Encourage members to think about their Rotary or Rotaract stories and the impact Rotary or Rotaract has had on their lives. One way to do this would be to dedicate the first 10 minutes of each meeting to a member speaking about why they joined or an experience that affected them. Everyone has a different story to tell!

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OFFERING VALUE TO EXISTING MEMBERS

How can we make our club more appealing to the community?

Creating and sustaining a club that community members want to join involves several factors. Clubs with a clear purpose that align their activities with their values can be more appealing than clubs that have practices that are no longer relevant. Clubs that are engaging, that consider the needs of members and nonmembers, and that act on the feedback they receive are also more appealing.

ON YOUR OWN:

Complete the Vibrant Clubs in Action course to learn tips to appeal to prospective members and keep current members engaged. Identify ways your club can improve. Continue sharing stories on social media to raise awareness about the work your club does in the community.

WITH CLUB OFFICERS:

Use the Leveraging Local Events to Grow Rotary guide to raise awareness about Rotary before a large local event. You can also survey the community about your club. Consider hiring a professional to conduct focus groups with nonmembers or asking if club members know an expert who would donate their services to do so.

WITH YOUR CLUB:

Evaluate your club service projects and assess how you're helping your community. Meaningful service projects that make a difference prompt more interest from prospective members. You can also encourage members to print the What's Rotary wallet card to give to people they meet.

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OFFERING VALUE TO EXISTING MEMBERS

How can we balance tradition with innovation?

Your club's success depends on its ability to evolve and stay relevant. Members are more likely to stay with Rotary if they believe their club is stable but also willing to accommodate their interests and evolving work, family, and personal needs.

ON YOUR OWN:

Consider what has changed since you joined and if there are ways the club can better accommodate you and other members. Talk to members from other clubs to learn what they do to innovate.

WITH CLUB OFFICERS:

Assess the experience that your club offers members and think about what you can change. Consider varying your meeting times and locations, holding virtual meetings, reducing fees for members, varying your service projects, and offering different kinds of membership. Think about club practices that may deter people from joining, such as meal costs, recitations and songs, or attendance rules.

WITH YOUR CLUB:

Develop a vision for your club and decide what you want the club to be like in the short and long term. Use the Strategic Planning Guide to help you convey the vision and plan what to do next. Articulating this vision will give members an understanding of the club's goals, the motivation to work together, and a sense of belonging.

PAUSE AND REFLECT

Think about your club and answer these questions:

What is our club good at?

What would I like our club to be known for?

How would I like a newcomer to describe our club after a visit?

OFFERING VALUE TO EXISTING MEMBERS

Why are our members leaving?

When members leave your club, it's important to understand whether it's because of something the club can control. Knowing how long members tend to stay in your club and understanding why members leave can help you focus on specific areas in your membership plan.

ON YOUR OWN:

One reason people leave a club is because their expectations aren't being fulfilled. Think about what your club expects of members and how to be clearer about those expectations. This might be the cost of membership, participation at meetings, or other ways members get involved.

WITH CLUB OFFICERS:

Discuss the process you use when a member leaves. If you don't have one, ask the membership committee to implement one. Make sure someone talks to the departing member about whether the club could have better accommodated them. Use the exit survey to learn more, and be sure to act upon the results.

WITH YOUR CLUB:

Ask members to share what they wish they had known about your club before they joined. This will help you understand anything you should be clearer about to better meet people's needs and expectations. Then, ask members to suggest specific strategies and activities to keep people engaged and involved.

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Record your ideas from this section in the Your Membership Plan worksheet.

STARTING AND NURTURING NEW CLUBS

Helping create clubs can benefit your own club and the larger community. District 9213 in Uganda actively works to start clubs outside Kampala, the capital, where most of the nation's clubs are based. The district asks active members in Kampala who aren't originally from the city to help start clubs in their hometowns. These connections expand Rotary's reach beyond big cities.

Now, learn how you can make an impact by starting and nurturing clubs in your region.

STARTING AND NURTURING NEW CLUBS

How should we support the development of new clubs?

New clubs expand Rotary's reach so members can do more good around the world. They give others an opportunity to experience the personal and professional growth that comes with being part of Rotary and Rotaract. If you have a group of prospective members who prefer a different meeting time or club format, a group of members who want a new club experience, or people interested in a particular cause or focus, that's an opportunity to start a new club.

ON YOUR OWN:

Learn more about how to start or sponsor a club by reviewing the Starting a Rotary Club guide and Sponsor Clubs flyer. Share these with others in your club who might be interested in growing Rotary in this way.

WITH CLUB OFFICERS:

Have an honest conversation about your ability to support new club development. This could mean identifying opportunities to form new clubs, sponsoring new clubs, starting a satellite club to offer a different experience, or partnering with your district membership committee to support new clubs.

WITH YOUR CLUB:

Discuss the benefit of having more clubs for prospective members to choose from that offer different experiences and appeal to a broader range of people. Encourage members to collaborate on projects with new clubs or engage them in social activities.

PAUSE AND REFLECT

How would serving as a new club sponsor strengthen your own membership? How could this offer new leadership opportunities to engage your members?

STARTING AND NURTURING NEW CLUBS

Would our community benefit from a new Rotaract or Interact club?

Forming new Interact clubs (for people ages 12-18) and Rotaract clubs (either community- or university-based) are great options for building relationships and partnering with younger leaders in your community. Younger leaders can add their perspectives about how to address the challenges in your community. Engaging them in meaningful ways is the key to making sure their experience in Rotary is positive.

ON YOUR OWN:

Gather information about current Interact or Rotaract clubs in the community. Talk to the leaders of those clubs about the projects they're doing and how you might work together.

WITH CLUB OFFICERS:

Discuss the benefits and challenges of starting these types of clubs and whether your club is capable of and interested in being involved this way.

WITH YOUR CLUB:

Discuss the benefits of Interact and Rotaract. If a member of a Rotary club was previously part of an Interact or Rotaract club, ask them to speak at a meeting about their experience and how they think your club can support young leaders. And do the same in Rotaract clubs if you have former Interact members. Ask for volunteers to serve as sponsors and advisers.

NOTES

STARTING AND NURTURING NEW CLUBS

What if people leave my club for the new club — or any club?

People can leave or change clubs for any reason. While it may be difficult, try not to take it personally. You'll find that being in a more flexible and accommodating club will make members more loyal to, and enthusiastic about, Rotary and the club. Consider varying your meeting times and locations, easing attendance rules, reducing fees for new or younger members, varying your service projects, and offering diverse kinds of membership. Making these kinds of changes can help you retain more members.

ON YOUR OWN:

Visit the new club to see what you might learn from how its leaders conduct the meetings. Meet with those leaders to learn about their signature projects and how your clubs might collaborate.

WITH CLUB OFFICERS:

Review the Why Members Leave and Tips to Retain Them section of the Engaging and Keeping Members assessment to better understand why people leave Rotary at various times. Develop strategies to engage members in ways that are meaningful to them.

WITH YOUR CLUB:

Ask members for ideas about making people feel valued, staying connected, and responding to feedback. Discuss the importance of evaluating your club regularly and making changes to stay relevant. Identify what makes your club distinctive and market these characteristics.

PAUSE AND REFLECT

Review this chart of club types, formats, and models. What can you learn from new clubs that form in your area? If you were starting your club now, what would you include?

Record your ideas from this section in the Your Membership Plan worksheet.

YOUR MEMBERSHIP PLAN: GETTING STARTED

Use this worksheet to record your goals for membership growth. Be realistic about the number of goals you choose and share them with your club. Updating club members periodically about your goals keeps people informed and keeps you on course.

Which recommendations do you want to add to your plan? Consider adding your own ideas as well:

- Gather data from Rotary reports to understand whether your club is losing members, gaining members, or has remained stagnant.
- Ask members for feedback using the member satisfaction survey.
- Prepare for change by completing courses about resolving conflict and identifying people who will advocate for the change.

ACTION	GOAL	WHO IS RESPONSIBLE	BY WHEN	RELEVANT RESOURCES
Example: Conduct a club assessment.	*Identify aspects of the club that are working well and those that need improvement.*			*Club Health Check* *Is Your Club Healthy?*

YOUR MEMBERSHIP PLAN: ATTRACTING NEW MEMBERS

Use this worksheet to record your goals for membership growth. Be realistic about the number of goals you choose and share them with your club. Updating club members periodically about your goals keeps people informed and keeps you on course.

Which recommendations do you want to add to your plan? Consider adding your own ideas as well:

- Conduct a diversity assessment and use the results to identify groups to build relationships with.
- Contact people on your list of prospective members and invite them to a club activity.
- Use the member interest survey to understand the needs and expectations of prospective and new members.
- Enhance your new member orientation program to make sure expectations are clear — and so are the benefits of membership.

ACTION	GOAL	WHO IS RESPONSIBLE	BY WHEN	RELEVANT RESOURCES
Example: Conduct a diversity assessment.	*Understand the diversity in our community and how to engage with new participants.*			*Creating an Inclusive Club Culture* *Understanding How Your Club Represents Your Community (diversity assessment)*

YOUR MEMBERSHIP PLAN: OFFERING VALUE TO EXISTING MEMBERS

Use this worksheet to record your goals for membership growth. Be realistic about the number of goals you choose and share them with your club. Updating club members periodically about your goals keeps people informed and keeps you on course.

Which recommendations do you want to add to your plan? Consider adding your own ideas as well:

- Talk to members about their club experience, which aspects they think are valuable, and which they want changed.
- Assess how well-informed the community is about your club's work and how you might strengthen your public image.
- Practice telling compelling stories that engage people and show the difference your club makes.
- Interview members who are leaving the club to understand why and what you might change.

ACTION	GOAL	WHO IS RESPONSIBLE	BY WHEN	RELEVANT RESOURCES
Example: Talk about aspects of the club experience.	*Understand how people feel about traditions so you can balance that with change.*			*Strategic Planning Guide* *Chart of different membership types*

YOUR MEMBERSHIP PLAN: STARTING AND NURTURING NEW CLUBS

Use this worksheet to record your goals for membership growth. Be realistic about the number of goals you choose and share them with your club. Updating club members periodically about your goals keeps people informed and keeps you on course.

Which recommendations do you want to add to your plan? Consider adding your own ideas as well:

- Assess your readiness and ability to sponsor new clubs.
- Discuss the benefits of new club development with members of your own club.
- Consider what you can learn from new clubs in your area and how you can partner with them.

ACTION	GOAL	WHO IS RESPONSIBLE	BY WHEN	RELEVANT RESOURCES
Example: Learn how to sponsor a club.	*Understand whether your club has the capacity to start or nurture a new club.*			*Starting a Rotary Club guide* *Sponsor Clubs flyer*

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