



YOUR VISION FOR ROTARY'S FUTURE

A Report of the 2017 Triennial Strategic Planning Survey



TABLE OF CONTENTS

Executive Summary 1

Background..... 2

Rotarian Ideals and Satisfaction with Rotary..... 3

Membership 3

Traits and Attributes 11

Causes, Activities, and Programs..... 20

Change Readiness 24

Overall Engagement..... 25

Rotaractors’ and Alumni’s Ideal Organization 36

EXECUTIVE SUMMARY

Over 28,000 Rotarians, Rotaractors, and alumni participated in the 2017 triennial strategic planning survey, “Your Vision for Rotary’s Future.” The survey gathered and evaluated respondents’ opinions on Rotary and what they would like to see in Rotary in the future. Much of the information was collected by asking participants about their ideal organization. Though the report focuses on Rotarians’ level of satisfaction, it concludes by comparing Rotarians’ ideal organization with those of Rotaractors and alumni.

The survey, in reviewing respondents’ experiences with Rotary, revealed these **strengths**:

- Rotarians generally find the friendship and fellowship that they seek in Rotary, particularly through in-person club meetings.
- Rotarians strongly prefer Rotary’s type of long-term membership.
- Most respondents feel that Rotary gives them an opportunity to make a positive impact on their community and the world.
- Participants’ descriptions of an ideal organization’s membership are considerably consistent with Rotary’s actual membership. (Although Rotary’s membership lacks full age and gender diversity, most Rotarians do *not* seek gender and age parity in their clubs).
- Rotarians are interested in an organization that addresses a wide variety of causes rather than a single cause.
- The most popular causes among Rotarians are *mostly* covered by Rotary’s areas of focus and PolioPlus.
- Because their Rotary experience more or less matches their ideals, most Rotarians are engaged and intend to remain members, both short- and long-term.

The results also reveal some **challenges**:

- Younger Rotarians, female Rotarians, Rotaractors, and alumni desire a higher percentage of younger and female members than Rotary now has.
- Transparency and accountability are top priorities, but a quarter of respondents say Rotary lags in this area. Questions about Rotary, overall and within clubs, indicate that ineffective communication methods contribute to transparency complaints.
- More strategic planning by Rotary clubs might improve members’ satisfaction and their optimism for Rotary’s future.
- A significant percentage of Rotarians are frustrated with the pace of change.
- Not only Rotaractors and alumni but also a growing number of Rotarians choose the environment as a chief cause for their ideal organization.
- Many Rotarians would like their clubs to take part in more community service and international service projects.
- Results suggest that some clubs do a poor job of involving Rotarians in projects and activities, which can lead to member disengagement and attrition.

BACKGROUND

The Rotary International Bylaws require the Strategic Planning Committee to survey Rotarians at least every three years. The committee has conducted strategic planning surveys in 2006, 2009, 2012, 2014, and 2017.

Under direction from the Strategic Planning Committee's survey working group and with guidance from Grant Thornton consultants, the 2017 survey aims to gather Rotarian responses to build the strategic plan and vision for Rotary's future. To evaluate more fully where Rotary is today and understand what Rotary needs to do to thrive in its second century, the committee also invited Rotaractors, alumni, and Rotary staff to participate in the survey.

In January 2017, a survey invitation was emailed to a random and representative sample of over 160,000 Rotarians; this sample was selected to reflect the percentages of Rotarians in each zone and adjusted according to the expected response rate from each zone. The email invitation also went to all Rotary staff, more than 66,000 alumni, and 87,500 Rotaractors.

The survey was conducted online for four weeks and was available in Chinese traditional, English, French, German, Italian, Japanese, Korean, Portuguese, and Spanish. The deadline was extended to 10 February to account for the Lunar New Year holiday.

Overall, more than **28,000** members of the Rotary family participated in the survey, including:

- 20,693 Rotarians — a response rate of 12.9%
- Almost 7,500 Rotaractors and alumni — a response rate of 4.9%
- 440 members of Rotary staff — a response rate of 56.8%

The survey sample reflects the varied nature of Rotary:

- Different relationships and levels of involvement with Rotary, including current members, former members, Rotaractors, Rotary staff, and alumni
- Respondents from 196 countries and geographic areas, every Rotary zone, and every Rotary district
- Rotarian respondents representing:
 - All lengths of tenure
 - Different types of membership, including people who are both Rotaractors and Rotarians, members of satellite clubs, and members of e-clubs
 - Every level of Rotary office
 - Rotarians who do not hold any office
 - Age and gender percentages comparable to the makeup of Rotary's worldwide membership

ROTARIAN IDEALS AND SATISFACTION WITH ROTARY

In the following sections, we will address what Rotarians want in their ideal organization, then compare that to their responses on how well Rotary provides or meets those ideals. This section ends with reflections on **change readiness** among Rotarians and a summary examination of **Rotarian engagement**.

MEMBERSHIP

To understand Rotarians’ preferences and opinions, the survey asked a number of questions about their ideal organization, followed by questions about Rotary and members’ experiences in their clubs. One question asked participants to select photos that best show the membership of their *ideal* organization. Respondents could select up to three pictures from a total of 21 photos representing a diverse spectrum of ages, countries, career status, job levels, job types, etc. The following table shows the most popular pictures Rotarians chose to represent the **membership of their ideal organization** (see Figure 1).

Figure 1. *Membership of Rotarians’ ideal organization*

Rank	Photo
1	
2	
3	
4	
5	

Next, the survey asked respondents to select photos that best represent **Rotary’s current membership**. As the following photos show, respondents appear to see Rotary’s membership as less diverse in age than they desire, but generally similar in other attributes to their ideal membership (see Figure 2).

Figure 2. Rotarians' top 5 selections depicting Rotary membership today



Comparing the top choices of membership for their ideal organization to their views of Rotary's current membership reveals three identical choices for ideal and current Rotary membership (see Figure 3).












Figure 3. Photos selected for ideal and current membership



Further, Rotarians' selection of representative photos for ideal membership and current membership broadly match Rotary's current demographics — the average Rotarian is middle-age or older, and about 20% of Rotarians are women.

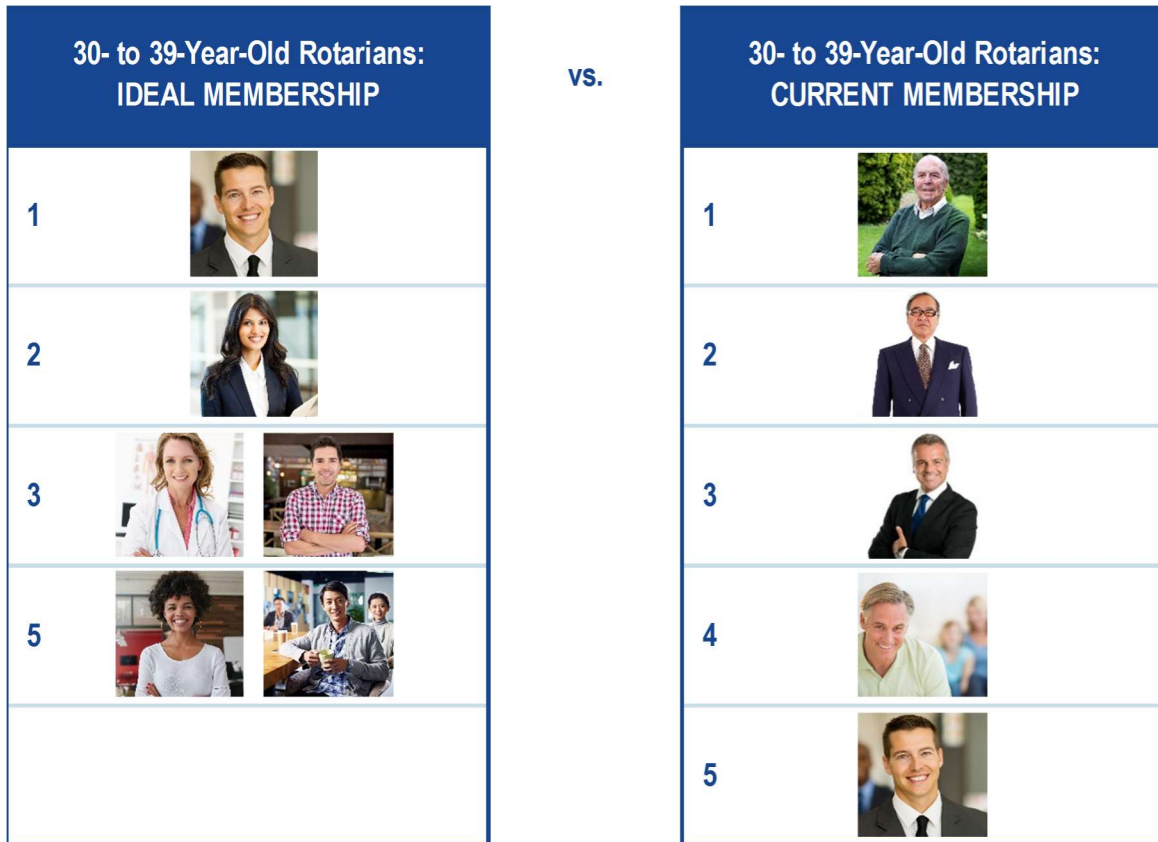
Rotarians' ideal membership varies significantly by country or region, with their ideal tending to align with both the demographic characteristics of that country or region and the country or region's Rotary membership (see Figure 4).

Figure 4. Rotarians' ideal membership by country or region

All Rotarians	Europe	United States	Latin America	Africa	India	Korea
1 	1 	1 	1 	1 	1 	1 
2 	2 	2 	2 	2 	2 	1 
3 	3 	3 	3 	3 	3 	3 
4 	4 	4 		4 	4 	4 
5 	5 	4 	5 	5 	5 	5 
						5 
					5 	

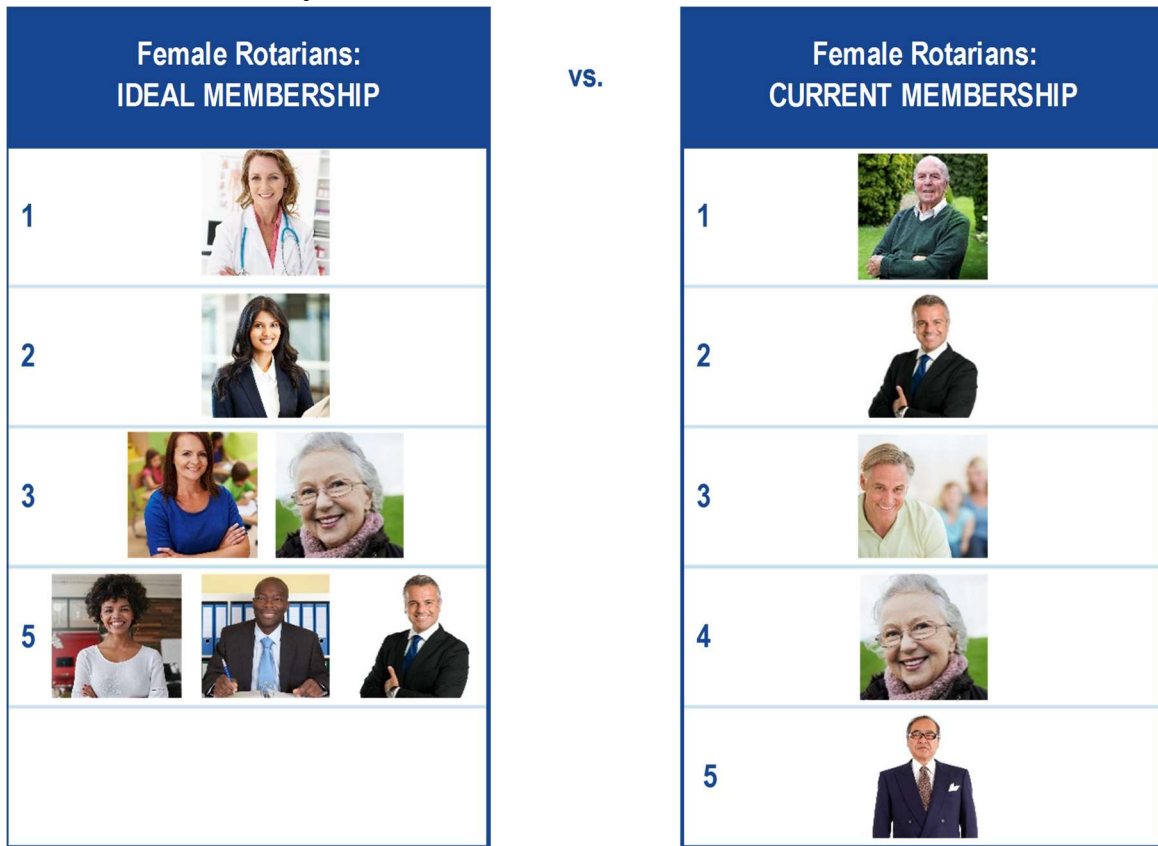
The variance by country or region does not mean that Rotarians in these countries or regions are dissatisfied with membership there. Respondents' views of ideal membership are often considerably consistent with their views of typical Rotary members. The difference between respondents' ideal and actual memberships is often that Rotary membership tends to be older. The desire for wider age diversity is especially notable among younger Rotarians (see Figure 5).

Figure 5. Photos selected by 30- to 39-year-old Rotarians



Similarly, female Rotarians say they would like Rotary to have more female members. Among younger Rotarians and female members, **a significant gap exists** between the ideal organization's membership and their perception of Rotary's current membership (see Figure 6).

Figure 6. Photos selected by female Rotarians



There is significant consistency across most of these demographics and relationships to Rotary when they select photos that represent typical Rotarians. As figures six and seven show, female members' and younger members' perceptions of current Rotarians are nearly the same as overall Rotarians' perceptions. Yet, for 30- to 39-year-old members and female members, the ideal organization would be considerably more diverse than Rotary overall.

After a review of picture selections by age, gender, and country or region, the survey found that participants' responses suggest that Rotarians want the majority of members in their ideal organization to embody:

- Their current demographics (age, gender, culture/country), stage in career, and job level
- Their past selves (gender, culture/country, job level, job type)
- Who they aspire to be, particularly in job level and type
- Who they can imagine as good friends or colleagues in the future

When reviewing these results across a number of dimensions, the survey found two leading types of members, two types appearing to be acceptable by most Rotarians. These two exemplars of Rotarians' ideal organization appear in Figure 7:

Figure 7. Photos selected by most Rotarians for ideal membership



Only one photo was selected by most Rotarians, regardless of country or other demographic traits, as representing both a member of their ideal organization and a typical Rotarian (see Figure 8).

Figure 8. Photo selected by most Rotarians for ideal and current membership



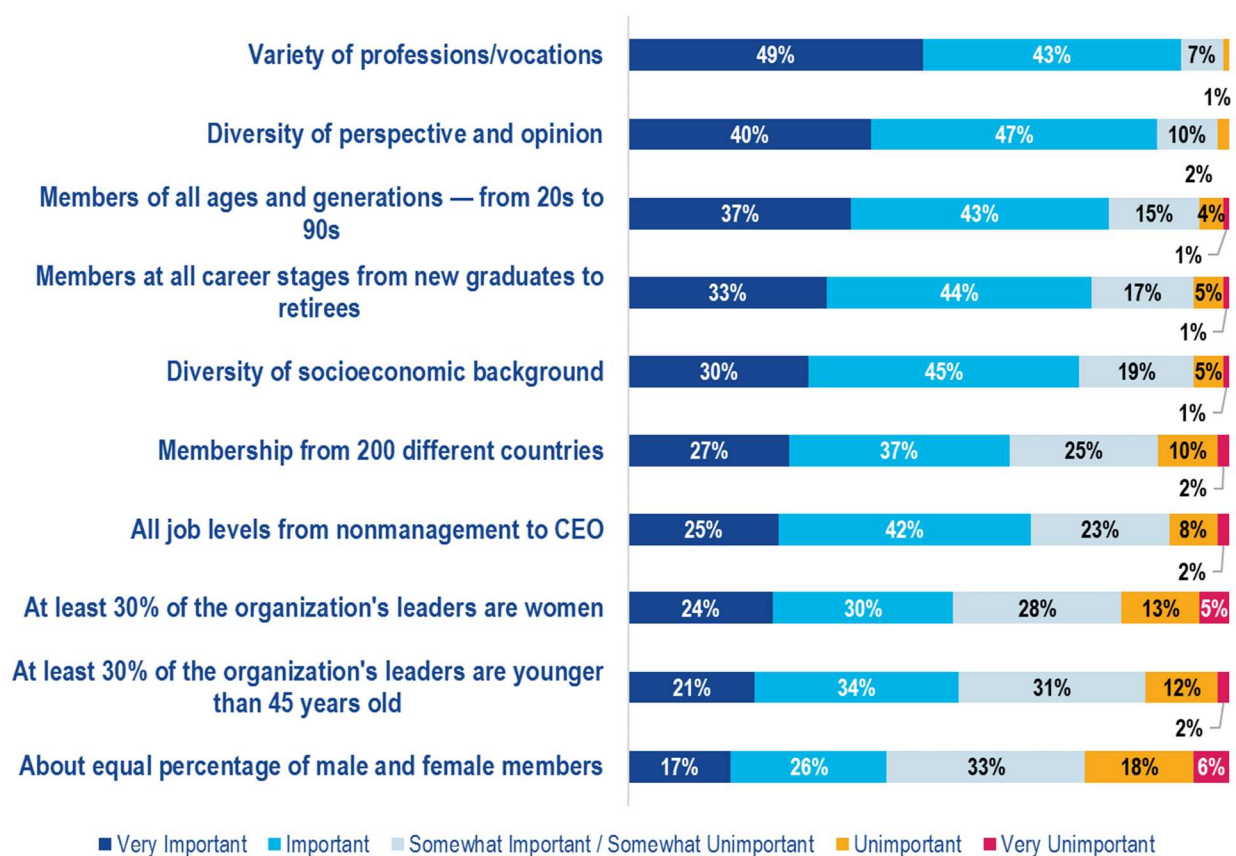
As discussed previously, women and younger Rotarians express a preference for more female and younger members. In previous surveys, Rotarians as a whole consistently indicated that membership diversity is important for Rotary’s success. For example, in the 2014 strategic planning survey, Rotarians said membership diversity was a top organizational issue in that year and predicted it would continue to be a top strategic issue in 10 years. Further, as Figure 9 shows, the vast majority of Rotarians agreed in 2012 and 2014 that Rotary should promote membership diversity.

Figure 9. 2014 and 2012 Strategic planning survey results – membership diversity

		Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree
Promote membership diversity	2014	35%	46%	16%	3%	1%	0%
	2012	34%	42%	18%	4%	1%	0%

To better understand Rotarian perspectives on membership diversity, the survey asked participants about the importance of diversity in their ideal organization. The survey specified various types of diversity (see Figure 10).

Figure 10. Rotarians: importance of different types of membership diversity



The findings reveal that **two types of diversity** are most important to Rotarians in their ideal organization:

1. Almost all Rotarians respond that variety of professions/vocations is important in an organization that they would join or support.
2. Diversity of perspective and opinion is a priority for the vast majority.

A significant majority say membership of all ages and career stages is important. In their comments on membership diversity, Rotarians in the 2014 and 2012 strategic planning surveys specifically called for more young professionals and women in Rotary. Thus, this 2017 survey delves into the importance of gender and age diversity. In this survey, when asked about diversity in their ideal organization, Rotarians do *not* overwhelmingly select age and gender parity.

Indeed, the overall results are consistent with their selection of photos for ideal membership. As the previous chart shows, age and gender parity rank last, based on percentage of Rotarians selecting those issues as “very important” and “important.” Further, the majority of participant responses on **gender parity** range from “somewhat important/somewhat unimportant” to “very unimportant.” Some Rotarians express concerns about female and young professional members:

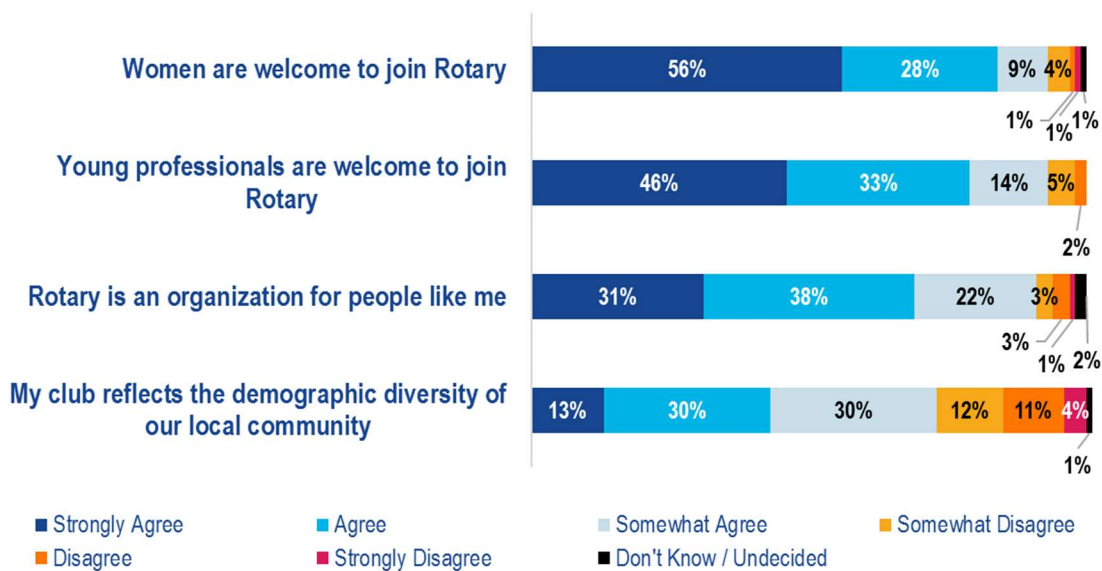
- “There should be Rotary clubs that are all men, other Rotary clubs that are all women, and some mixed-gender clubs. Clubs should not be forced to have an equal mix of genders.” (Rotarian, Germany)
- “It was a serious mistake to open clubs to women and young people who don’t have the professional qualifications.” (Rotarian, Italy)

Again, women and younger members have different perspectives from Rotarians overall. Female Rotarians value gender parity, and Rotarians ages 30-39 value age parity:

- 70% of female Rotarians say it is important that at least 30% of leaders in their ideal organization are women.
- 73% of members ages 30-39 find it important that 30% of leaders in their ideal organization are 45 or younger.

Although gender and age parity may rank as less important by Rotarians overall, most Rotarians perceive Rotary as being welcoming toward younger and female prospective members. A total of 84% confirm that “women are welcome to join Rotary.” Almost 80% completely agree with the statement: “Young professionals are welcome to join Rotary” (see Figure 11).

Figure 11. Rotarians’ perceptions of diversity indicators



Asked about their Rotary experiences, 69% fully agree that “Rotary is an organization for people like me.” Yet almost 30% either do not fully agree with that statement or say that Rotary is not for people like them. Similarly, almost 30% of Rotarians respond that their club does *not* reflect the demographic diversity of their local community. Survey responses illuminate reasons for the hesitancy about whether Rotary is an organization for them, and whether it reflects their community’s diversity:

- *“I find it is male dominated and ego-centric and still stuck in old ways. Some members are not willing to be flexible and oppose any good changes to move to [the] 21st century. I would like to see more gender and race balance.”* (Rotarian, United Kingdom)
- *“In Germany, it is almost easier to get into heaven than to get a woman accepted into most clubs. The obsession with Christianity turns off the majority of the population who are nonbelievers.”* (Rotarian, Germany)
- *“Many clubs are not adapting to young members. The first club I was a part of still sang songs before the meeting! I left that club, largely, because of that. There needs to be a larger focus on networking and making the meetings and activities more palatable to younger members. We have different goals and desires than older members and there needs to be more of a balance.”* (Rotarian, United States)
- *“We find young people reluctant to join our club as the majority of our members are much older than they are! They prefer to be in clubs with their own age mates.”* (Rotarian, Ethiopia)
- *“[My friends] pictured Rotary kind of being a narrow-minded, conservative, ‘good old boys’ club. While there honestly ARE those elements/members in the club, I saw that most of the club members truly wanted to be of service to their community. Still, I hear statements like ‘those Mexicans’, and some ‘narrow-minded’ remarks regarding gays.”* (Rotarian, United States)

MEMBERSHIP SUMMARY

Rotarians’ ideal membership is generally consistent with the demographics and attributes of Rotary’s current membership. Many Rotarians’ answers in the survey reveal that they want to be part of Rotary and find Rotary to be for “people like them”, i.e., with a significant number of members sharing similar demographic characteristics. The majority of male Rotarians seek diversity of perspective and opinion but are less concerned about achieving age or gender parity. On the other hand, female and younger Rotarians — both in the minority of Rotary membership in most countries — would like more age and gender diversity than their clubs now have.

TRAITS AND ATTRIBUTES

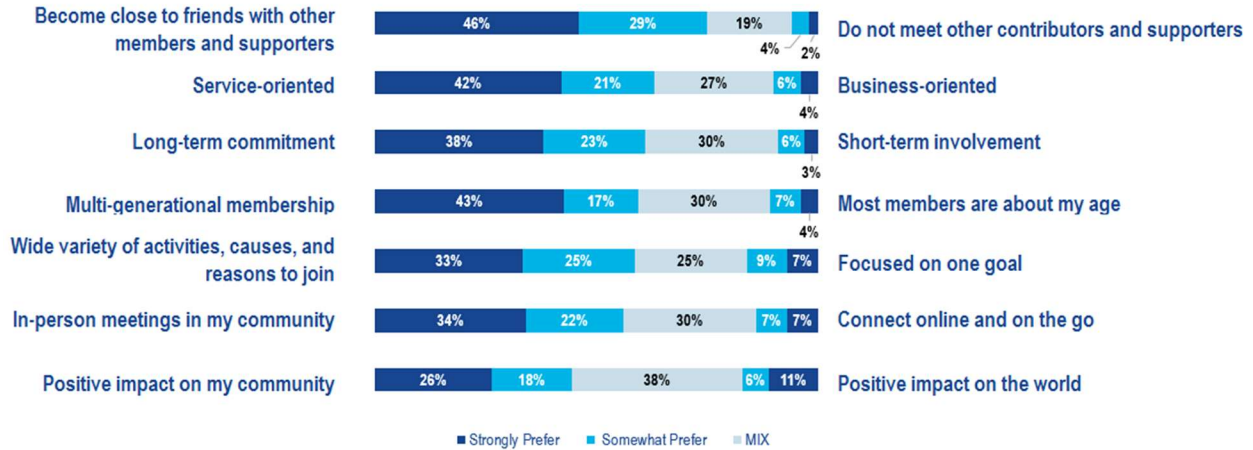
“My basic philosophy is to have fun whilst doing good things with like-minded people.”
(Rotarian, New Zealand)

As with questions about membership, survey respondents answered questions about the traits and attributes of their ideal organization, then they addressed to what extent that Rotary overall and their club exhibit these traits. In one question, the survey asked participants to pick between two opposing traits by indicating their preference plus the *strength* of that preference on a spectrum. As Figure 12 shows, the majority of Rotarians say that in their ideal organization:

- Members become **close friends** with other members of a variety of ages (**multi-generational**) through **in-person meetings in their communities**.

- Joining is a **long-term commitment** where, in this **service-oriented** organization, members are involved with a **wide variety of activities and causes**, rather than just one global cause.

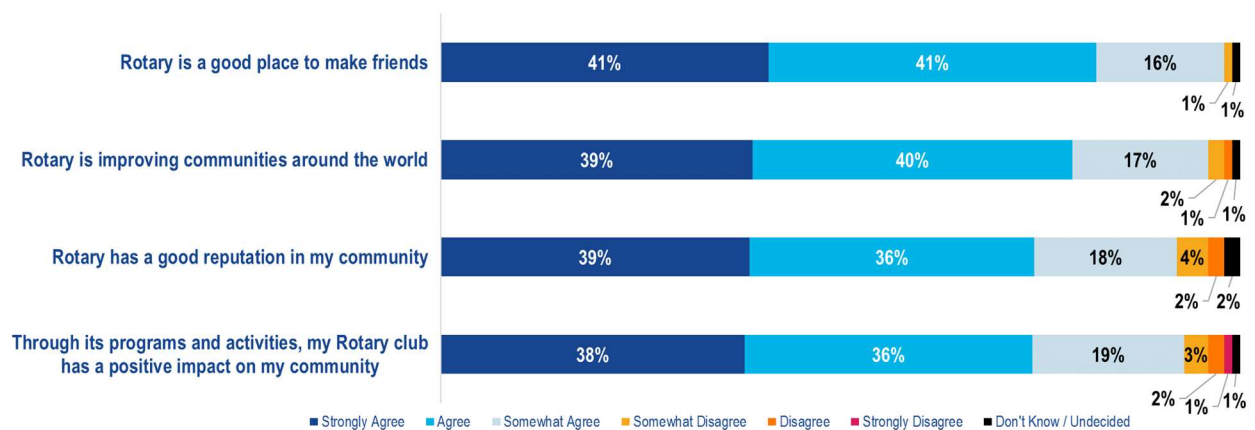
Figure 12. Rotarians' preferences for traits and attributes in their ideal organization



In 2011 and 2012, extensive research was done for Siegel+Gale's Strengthening Rotary's Brand initiative. Through this research, Rotary confirmed that members primarily join for friendship/fellowship and community impact, while Rotarians stay for friendship, community impact, and global impact. Consistent with the Siegel+Gale research, the results in the 2017 survey indicate Rotarians would like their ideal organization to spend more time on community activities, but still would like the organization to have a global role.

Figure 13 displays Rotarians' opinions about friendship/fellowship in Rotary, as well as global and local impact. As the results confirm, their Rotary experience compares favorably with their preferences in an ideal organization. A sizable majority believe Rotary is a good place to make friends and Rotary has a positive impact on their community and world.

Figure 13. Rotarians' perceptions of friendship and Rotary's impact



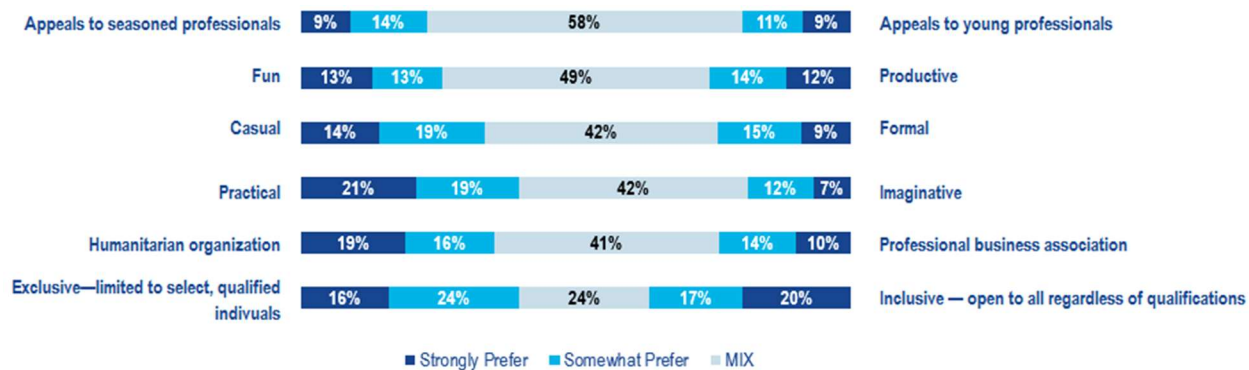
Comments illustrate the value of friendship, community, and global impact to Rotarians:

- “A very fulfilling way of putting something back into local and international communities. Enjoying the fellowship and fun that being a Rotarian brings.” (Rotarian, United Kingdom)
- “I have met the best people in the community by joining my local Rotary that I probably never would have met if I didn't. To me, Rotary isn't just a community group, it feels more like a family and I have made some really fantastic long-lasting friendships.” (Rotarian, United States)

The question about preferences between opposing traits also asked about additional attributes. For some of these attributes, a significant percentage of Rotarians desire a **mix** in their ideal organization (see Figure 14).

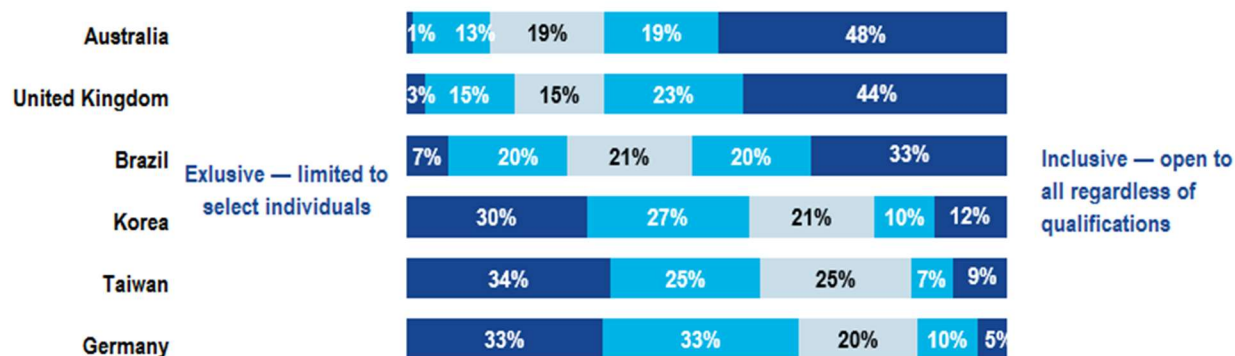
- Like their desire for multi-generational membership, Rotarians want their ideal organization to appeal to both **seasoned and young professionals**.
- They wish for their involvement in the organization to be **fun and productive**.
- Although most Rotarians specified that their ideal is a service-oriented organization, a significant percentage of respondents would like their ideal group to be both a **humanitarian organization and a professional business association**.
- About the same percentage of Rotarians prefer their organization to be practical (40%) or desire a **mix of practicality and imagination** (42%).

Figure 14. Rotarians' preferences of traits and attributes in their ideal organization



As for exclusive versus inclusive, the results reveal no discernable preference for Rotary overall — about equal percentages prefer each of the opposing traits. The responses for exclusive and inclusive indicate the diversity of Rotary opinion around the world: At the country level, preferences *are* clear, and these preferences vary significantly among countries. As Figure 15 displays, Rotarians in some countries strongly prefer an *inclusive* organization while Rotarians in other countries strongly prefer an *exclusive* organization.

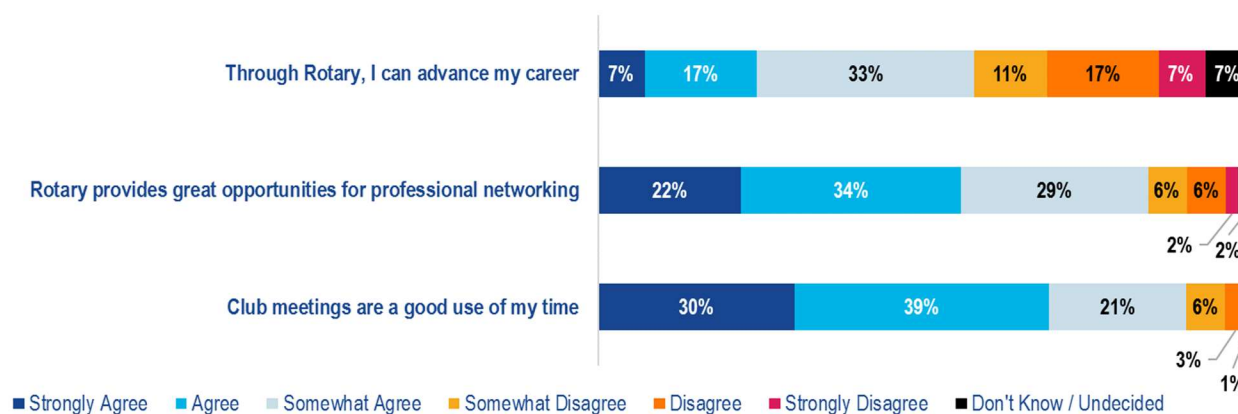
Figure 15. Rotarians' preferences for traits and attributes in their ideal organization by country



Members' responses about their Rotary experiences provide insight into how well Rotary is meeting the objective of being fun *and* productive as well as being both a humanitarian organization *and* a professional business association. In terms of fun and productive, Rotarians often point to their club meeting as the place where it all begins. Almost 70% agree that club meetings are a good use of their time (see Figure 16).

“The club is fun and has great fellowship events. The programs are interesting and varied. We have reached a 50/50 membership of male/female. We are starting to attract young professionals. We are considered a rural club, but yet have a large number of participants in district roles.” (Rotarian, United States)

Figure 16. Rotarians' perceptions of networking and career advancement



Whether Rotary fully meets expectations for business association-style activities is less clear. A slight majority agree that Rotary provides great opportunities for professional networking, and 29% indicate that Rotary offers some opportunities for networking — but perhaps not so many as they hoped. Reflecting the diversity of the Rotary experience around the world, perceptions of networking opportunities vary greatly by country. Some examples:

- In Taiwan, 77% of Rotarians agree that Rotary provides *great* opportunities for professional networking.
- In contrast, only 27% in the United Kingdom and even fewer Italian Rotarians (19%) agree.
- Almost 10% of American Rotarians respond that Rotary does *not* provide opportunities for professional networking. A member of a Rotary club in the U.S. explains:
 - *“I am relatively new to Rotary. To be honest, I thought it would be great for my business, but it hasn’t been so far. I know Rotary does a lot of good, but so do other service organizations that cost a lot less each year. I am a small business, so every dollar counts. I suggest lowering cost or encourage more Rotarians to remember to support each other’s businesses.”*

Although their views on networking are mixed, Rotarians respond that Rotary is not (and should not be, according to many) an association that people join *solely* to advance their careers. Only 24% fully agree they can advance their careers through Rotary.

“Not enough altruism, fellowship, and honesty. There are lots of selfish and financially immature attitudes that slow down or even stop our most important operations. Due to the way we recruit our members we get too much of a ‘Chamber of Commerce’ feeling, not enough of a humanitarian feeling.” (Rotarian, United States)

To understand further what traits and attributes Rotarians want, the survey continued with a question about the importance of various traits in their ideal organization. Consistent with their preferences for friendship and a positive impact on the community, Rotarians indicate that friendship/fellowship and a strong community presence are very important to them (see Figure 17).

Figure 17. Rotairans: most important traits and attributes



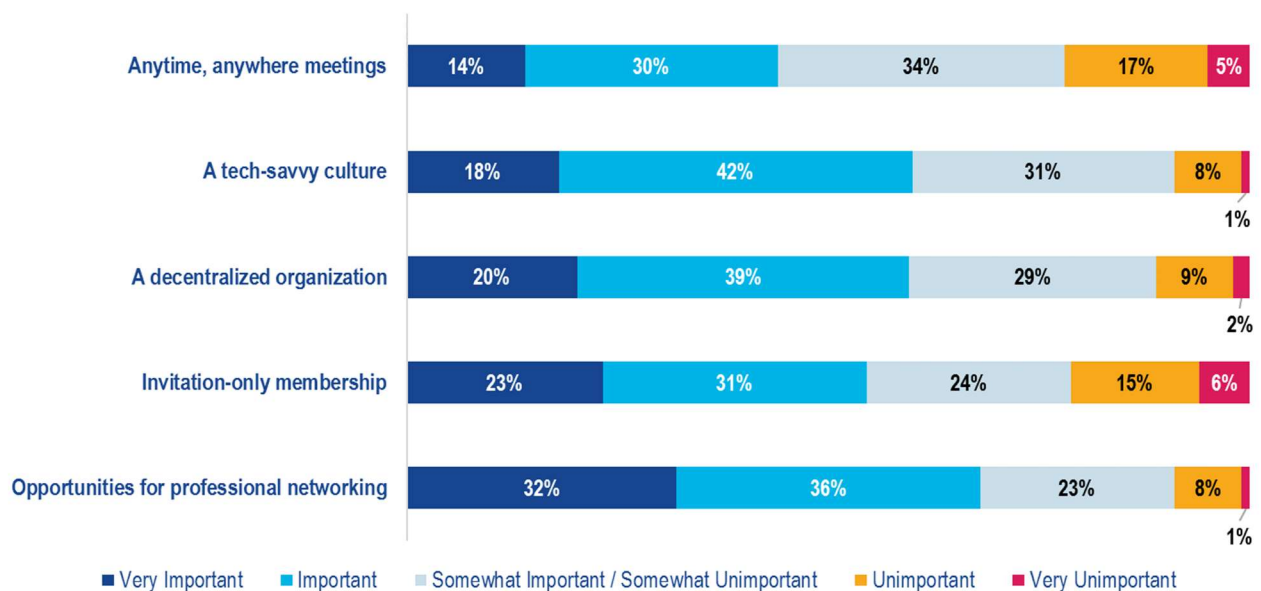
Rotarians’ most important quality in an organization is transparency and accountability. Reflecting this theme, almost two-thirds feel that it is *very* important that members have the highest ethical standards. In their comments, Rotarians explain:

- *“Transparency in working and finance. Each and every member should have the right to know every detail of working and finance of the organization.”* (Rotarian, India)
- *“Active members’ feedback needs to be seriously considered concerning expenditures over a certain higher dollar amount prior to decision by the board to issue the funds. Emphasis on local charity support needs to take priority in so far as our donations and all active Rotarians need to be made knowledgeable of who or what these local charities are that we do support. Transparency is a necessary evil for a great organization like the Rotary.”* (Rotarian, United States)

Rotarians’ views are mixed about the importance of several other attributes: professional networking, invitation-only membership, decentralization, and a tech-savvy culture. The majority says offering anytime, anywhere meetings is not important (see Figure 18). A Rotarian in India reflects:

“Would prefer a balance of the old and new in every aspect. That is what would help it be dynamic and evolve. For example, emails and text messages replacing letters is fine. But personally meeting members is absolutely essential to ensure the camaraderie and fellowship thrive. Only personal meetings can do it. And that’s why Rotary has survived these many decades.”

Figure 18. Rotarians: importance of traits and attributes



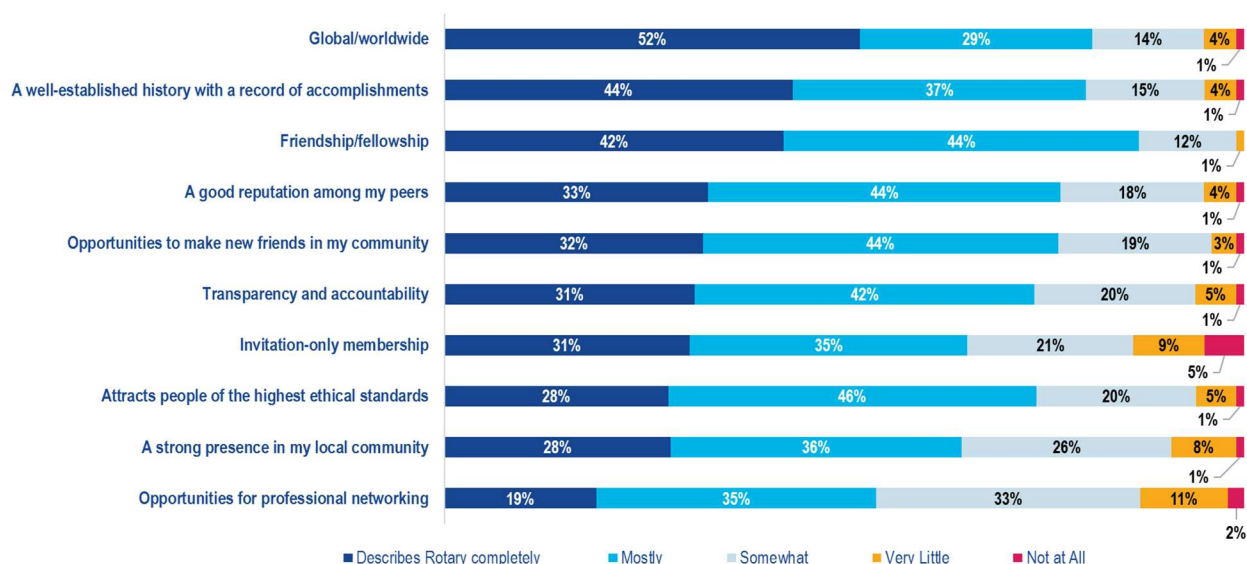
Opinions among Rotarians about the most important attributes vary somewhat by the respondents’ country or region. Figure 19 exemplifies the similarities and differences in opinion by displaying the top six qualities for several countries or regions, ranked according to the “very important” percentage. Of note, Rotarians in all these areas consistently ranked transparency and accountability as one of the most important traits.

Figure 19. Rotarians’ ranking of “very important” attributes by country or region

	All Rotarians	Europe	United States	Latin America	Africa	India	Korea	Japan	Taiwan
Transparency and accountability	1	2	4	1	1	1	1	3	2
Attracts people of the highest ethical standards	2		1	2		2	3	4	4
Friendship/fellowship	3	1	5		2	3	2	1	1
A strong presence in my local community	4	3	2	4		5	6	2	
A good reputation among my peers	5	5	3	3	4	4			5
Opportunities to make new friends in my community	6	4		6	5	6	4	6	
Opportunities for involvement / participation that fit my schedule			6						
Global/worldwide		6		5	3		5		3
A well-established history with a record of accomplishments					6				
Opportunities for professional networking								5	6

To evaluate how Rotarians’ ideals match their Rotary experiences, the survey asked respondents about how well the traits and attributes describes Rotary currently. Figure 20 displays their responses.

Figure 20. Rotarians: how well does each trait describe Rotary currently?



Almost all Rotarians say Rotary is a global organization with a well-established history and record of accomplishments. Rotarians also rate Rotary highly for friendship/fellowship. For the other most important ideal traits, responses are moderately favorable, and two reveal areas of opportunity. More than a quarter of Rotarians say they see somewhat, very little, or not at all these most important ideal traits in their Rotary experience:

- Transparency and accountability
- Attracts people of the highest ethical standards

“Transparent communication – internally and externally.” (Rotarian, Austria)

“Rotary has a wide range of well qualified people all over the world. We communicate well on projects, especially in developing countries.” (Rotarian, Canada)

Though 73% respond that **transparency and accountability** describes Rotary completely or mostly, 26% say Rotary is lacking in this trait. A look at the perceptions of communication within Rotary can lead to better understanding of the favorable and unfavorable responses over transparency and accountability (see Figure 21). Three-quarters of Rotarians say their club does a good job communicating with them. Results are less favorable above the club level – a slight majority (57%) feel well-informed about Rotary as a whole.

An American Rotarian’s comment may provide insight into one reason clubs rate more favorably than Rotary as a whole:

“As the world turns away from face-to-face communications and meetings, I think the importance of a handshake and meeting over a meal will become more important.”

Figure 21. Perceptions of Rotary’s transparency and accountability



A Rotarian in Hong Kong explains the impact of communication and an opportunity to improve:

“Effective communications means to channel good deeds of Rotary locally, regionally, and globally to all members and to all their communities. [This communication] will help to make Rotarians feel proud and inspire them to continue inviting more friends and colleagues to join Rotary. So far most success stories are only shared in the Rotary magazine and local Rotary club bulletins and district newsletter, which is not frequent enough and not distributed widely, efficiently, or effectively to the public.”

Other Rotarians’ comments show how insufficient communication can breed suspicion — even when those suspicions are unwarranted.

- [When asked about a district’s communication about the DDF process and use in the district]: *“Very poorly. No real formal method of communication, which sometimes makes the whole matter look suspicious (which it is not).”* (Rotarian, Kenya)
- *“I feel I know very little about RI’s Foundation costs/expenses, how transparent the Foundation is, and apprehend there may be nepotism up the Rotary ladder. There might be a trust deficit between the RI president and the grassroots member.”* (Rotarian, India)

Another aspect of accountability and effective communication may be considering Rotarian input when making decisions. When it comes to taking action based on their feedback, many Rotarians are dissatisfied with both their clubs and Rotary as a whole. Only 64% fully agree that their club regularly acts on members’ input and opinions. Only about a third (36%) agree that

Rotary acts on feedback, and others indicate a lack of awareness (11% chose “don’t know”). A respondent encourages:

“Ensure that current members are happy, involved, and listened to. Everyone equally respected and avoid forming ‘cliques’ that make some members feel outside of the decision-making process.” (Rotarian, United Kingdom)

On an issue related to transparency and accountability, Rotarians select membership of the highest ethical standards as one of the most desired traits. Rotarians also select **“maintaining and promoting core values”** as one of Rotary’s greatest strengths. These comments illustrate respondents’ views of Rotary values and ethical behavior:

- A Rotarian in Greece says one of Rotary’s main strengths is *“promoting the highest ethical values of every culture and trying to develop common global ethics.”*
- *“Rotary values (which I feel [are] summed up in The Four-Way Test) and ethical behavior are core strengths of Rotary which [need] to be preserved to continue attracting and retaining quality membership.”* (Rotarian, India)
- *“Rotary is a great organization to belong to. However, a big percentage of Rotarians do not carry the sense of being a true Rotarian, due to lack of understanding of Rotary mission and goals. Many seem to have joined the organization with personal gains in mind.”* (Rotarian, Nepal)
- *“People are being invited to join who do not have the professional qualifications and do not embrace the spirit of service above self.”* (Rotarian, Spain)
- *“1. Rotary of late has become an avenue for more of a social acceptance 2. Not many are interested in serving for Rotary cause 3. Fellowship is misconstrued as consumption of alcohol 4. The educational qualification and professionalism of leaders at various levels influence the working of the Rotary.”* (Rotarian, India)

TRAITS AND ATTRIBUTES SUMMARY

Rotary fulfills members’ desire to have fun and be productive while meeting with friends to make a positive impact on their local community and the world. Rotarians also value transparency, accountability, and membership of the highest ethical standards; while the majority finds Rotary meets these ideal criteria, about one-quarter feel Rotary does not do so fully. Experiences with professional networking opportunities vary greatly by country.

CAUSES, ACTIVITIES, AND PROGRAMS

“My ideal organization will ensure that it forms a fine balance at micro and macro levels. It will be global as well as local. It will be sensitive to local needs and issues. It will rally everyone together on larger causes and concerns.” (Rotarian, India)

“It gives me more joy to positively touch the lives of others through joint efforts with similarly minded people than what I can accomplish alone.” (Rotarian, Nigeria)

The third set of questions on Rotarians’ ideal organization asked them about the ideal causes, programs, projects, and activities. When describing the attributes, Rotarians indicate a strong preference for a wide variety of causes and activities.

Asked which specific causes would be the focus of their ideal organization — and allowed to select only three options from a list — their choices display a broad and varied interest. **No single cause is selected by a majority of Rotarians.**

With the highest percentage (48%), basic education and literacy was named by almost half of Rotarians. Next in preference, economic and community development and water and sanitation were selected by one-third or more Rotarians. Almost a quarter of Rotarian respondents are interested in addressing hunger and food scarcity, disease prevention and treatment, and the environment (see Figure 22).

Of the eight top causes selected by Rotarians, six are already primary Rotary causes, i.e., areas of focus or polio eradication. The two other causes are hunger and food scarcity, and the environment.

Figure 22. Causes/foci of Rotarians’ ideal organization

	%
Basic education and literacy	48%
Economic and community development	37%
Water and sanitation	33%
Hunger and food scarcity	24%
Environment	23%
Disease prevention and treatment	23%
Peace and conflict prevention/resolution	22%
Polio eradication	22%
Human rights	14%
Disaster relief	14%
Maternal and child health	10%
Women's empowerment	8%
Refugee crisis	5%
Human trafficking	5%

According to Rotarians’ responses in this survey, their three **top reasons for volunteering** are:

1. To positively impact my community (62%)
2. To make a difference in the lives of others around the world (48%)
3. To connect with others (36%)

Their top reasons for volunteering are the same as the **top three benefits** of joining or supporting Rotary:

1. Positively impact my community (68%)
2. Connecting with others (61%)
3. Making a difference in the lives of others around the world (59%)

Asked about the types of projects and programs funded in their ideal organization — and allowed to select all that apply — the results again point to Rotarians’ first, primary interest in helping their community (75%), as well as an interest, though lesser (48%), in international humanitarian projects. A slight majority also want programs for youth and young leaders to be funded (see Figure 23).

Figure 23. Types of projects funded in Rotarians’ ideal organization

	%
Grants for projects to help my community	75%
Programs to involve youth in service projects and humanitarian activities	55%
Programs to develop leadership skills for youth	51%
Grants to fund humanitarian projects in other countries	48%
Youth exchange for high school students	38%
Organized short-term volunteer opportunities for members to travel and assist with a project in another country	38%
Fun, social activities for supporters/members in my community	36%
Regular meetings with other supporters/members in my community	35%
Funded trips for members to use their career skills to train individuals in communities in need	32%
Professional development / career education / vocational training opportunities for members	30%
Scholarships for graduate students to advance knowledge in the cause(s) of the organization	28%
Funded goodwill exchanges/trips for members to visit members in other countries	23%
International conventions/conferences for members to connect with each other	22%

Rotarians appreciate the impact of service on the lives of others, their own lives, and member retention.

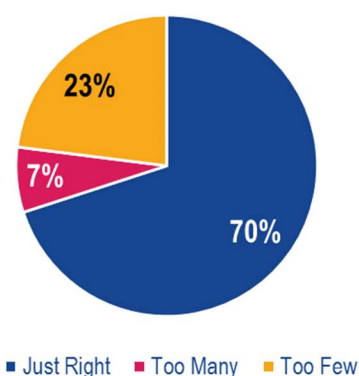
- *“[D]isagreements on running the club among members surfaced ... [and] I decided to leave. [Then I became involved with a service project to provide sports equipment to a school, and] after distributing the sporting equipment/articles, I was surrounded by a group of little boys and girls, holding my hands and hugging me, saying ‘thank you very much. I have dreamt to be able to own the balls and rackets for years. Now my dream come true.’ I could not hold tears. This kept me holding on being Rotarian until today.”* (Rotarian, Thailand)
- *“Service projects attract highly qualified members. Politics in Rotary dampen their spirits. If they are not involved in activities from day one, we are likely to lose them.”* (Rotarian, India)

Even so, a sizable percentage of Rotarians report insufficient opportunities to be involved with service projects (see Figure 24).

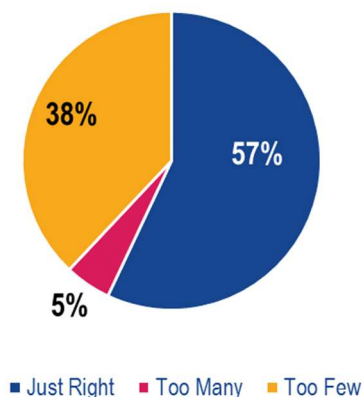
- Within their clubs, almost one-quarter of Rotarians feel there are too few community service projects each year.
- About 40% feel that their club conducts too few international service projects each year.

Figure 24. Service project offerings: Rotarians

The number of community service projects conducted in your Rotary club each year is...

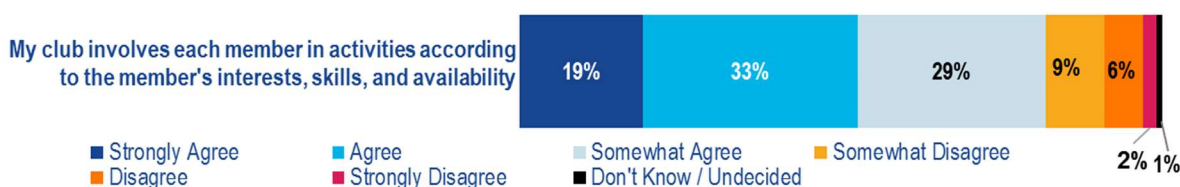


The number of international service projects conducted in your Rotary club each year is...



In addition, almost half would like their club to do a better job matching each member’s interests, skills, and availability to club activities (see Figure 25).

Figure 25. Activities that match members’ interests, skills, and availability



A more detailed look reveals a discernable difference in the number of international service projects among respondents who say “just right,” “too many,” and “too few.” Those respondents in clubs with one to five international service projects are more likely to be satisfied with that number. Respondents in clubs with two or fewer international service projects are more likely to be dissatisfied (see Figure 26).

Figure 26. Number of international service projects

		None	1-2	3-5	6-10	11-15	More than 15	Don't Know
How many international service projects does your club conduct each year?	Just Right	6%	64%	22%	2%	1%	0%	5%
	Too Many	7%	42%	39%	7%	1%	1%	4%
	Too Few	39%	52%	4%	1%	0%	0%	4%

CAUSES, ACTIVITIES, AND PROGRAMS SUMMARY

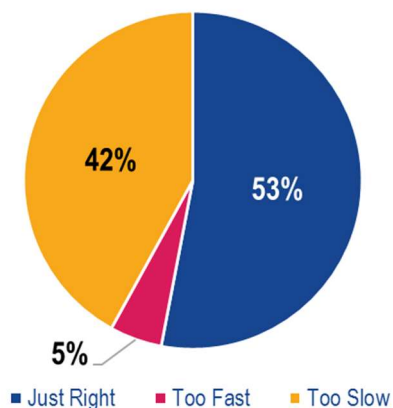
Rotarians’ reasons for volunteering match the benefits that they perceive of joining Rotary. Rotary’s primary causes mostly match Rotarians’ top interests, but many Rotarians would also like their ideal organization to address hunger and food scarcity and the environment. Rotarians are very interested in community and international service projects, and sizable percentages feel their club conducts too few each year, particularly international service projects.

CHANGE READINESS

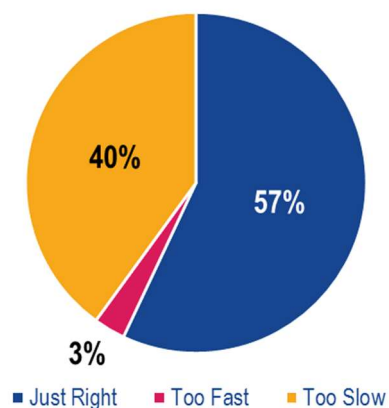
The survey results also provide insight into the desire and willingness for change in Rotary. With 4 of 10 Rotarians saying the pace of change is too slow, an appetite for change appears to be significant in Rotary overall, as well as in clubs (see Figure 27).

Figure 27. Perceptions of pace of change

The pace of change in Rotary as a whole is...

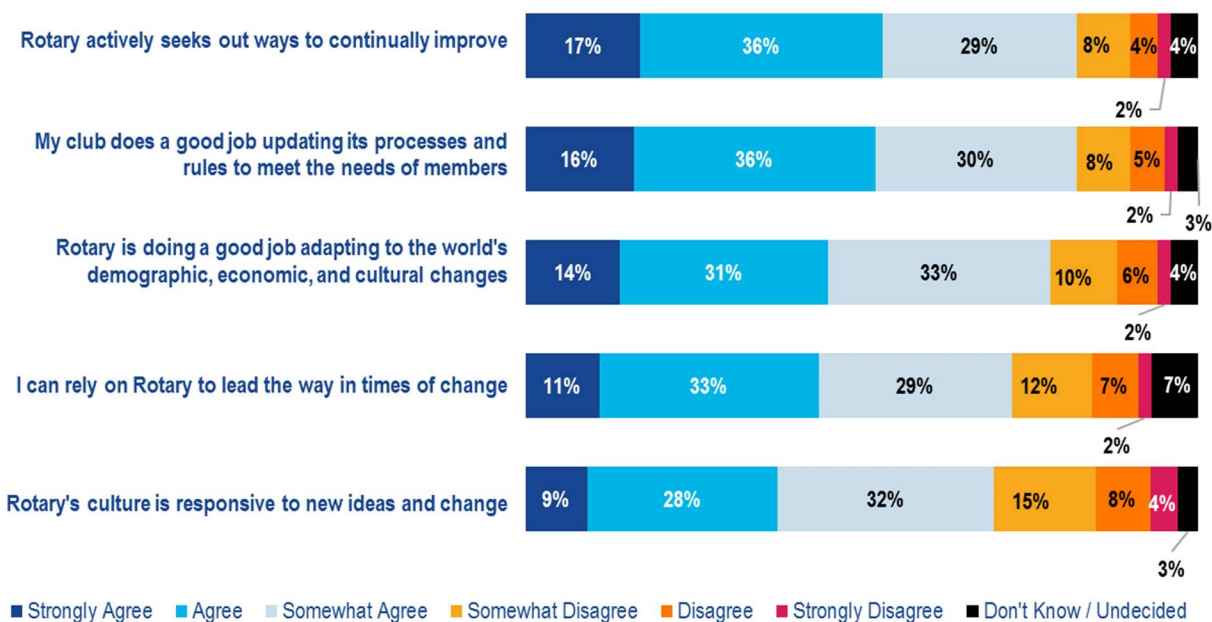


The pace of change in my club is...



But members doubt Rotary’s willingness and openness to change. Slightly more than half feel that Rotary actively seeks ways to improve. Only 52% say their club is doing a good job updating processes to meet members’ needs. Fewer than half of Rotarians agree that Rotary leads the way in times of change, and fewer than 40% find Rotary to be responsive to new ideas (see Figure 28).

Figure 28. *Perceptions of Rotary’s openness to change*



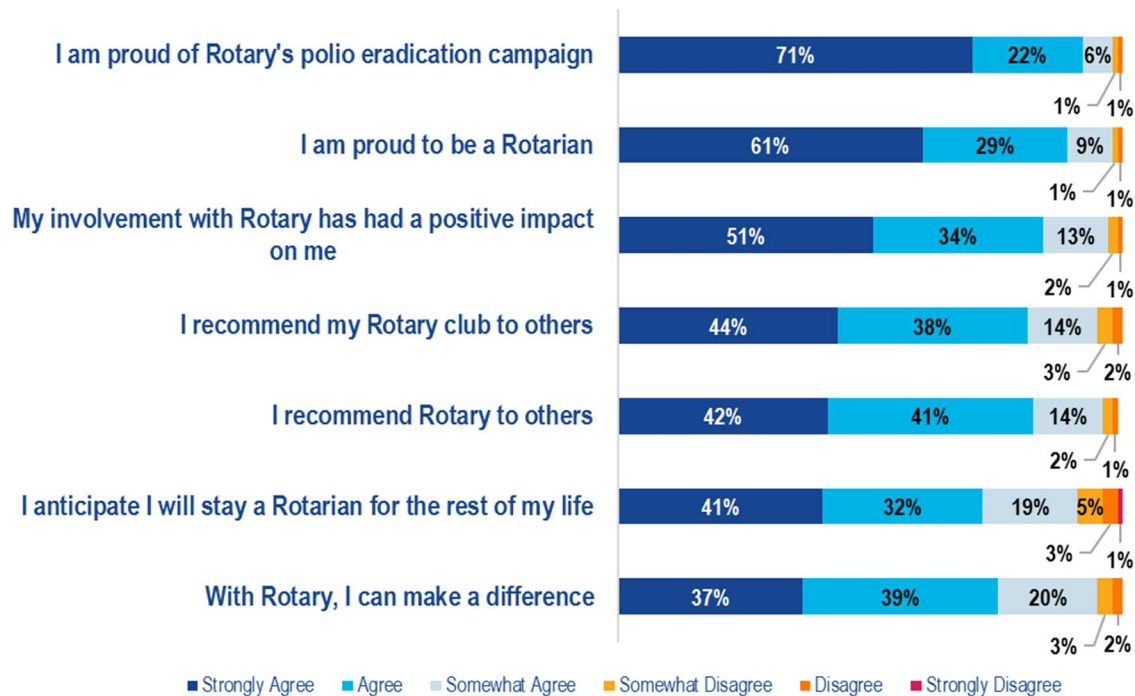
Rotarians explain what is necessary to encourage positive change:

- *“Leaders must be charismatic, but they must be leaders who can compromise with their members and resolve problems and businesses in consultation.”* (Rotarian, Korea)
- *“I wish the senior members of the club would step aside when new members want to step up. I wish they were more open to training the new members on projects they have chaired for years. I would like [to] see more open-minded ideas getting support.”* (Rotarian, United States)
- *“Too many men who have been members for too long and clinging to outdated concepts of club modus. Hence typical club rituals are anathema to younger men and women, who otherwise have a wish to make the world a better place. Some may find other ways/organisations to satisfy their ambitions.”* (Rotarian, United Kingdom)

OVERALL ENGAGEMENT

As discussed in detail, most Rotarians’ ideal organization often matches closely with their actual Rotary experience in most areas. Thus, perhaps not surprisingly, overall survey results reveal **most members are engaged** (see Figure 29).

Figure 29. Indicators of engagement



Rotarians are proud to be Rotarians, and more than 80% recommend Rotary and their Rotary club to others. Pride in Rotary’s polio eradication campaign is high, and most members report that their Rotary involvement has made a positive impact on them. About 70% would like to stay Rotarians for the rest of their lives, and 69% say they will definitely remain a member for at least the next two years (see Figure 30).

Figure 30. Likelihood of remaining a Rotarian



The results for staying for the next two years provide **three levels of engagement:**

- 69% Definitely Will = Highly Engaged Rotarians
- 22% Probably Will = Somewhat Engaged Rotarians
- 7% Not Sure = Somewhat Disengaged Rotarians

Highly engaged Rotarians are involved with Rotary globally as well as locally, with 75% of them rating Rotary overall as excellent or very good, and 70% of them rating their club as excellent or very good. Somewhat engaged Rotarians have much more favorable opinions of their Rotary

clubs (54% excellent or very good) than of Rotary overall (41% excellent or very good). None of the somewhat disengaged members rate Rotary overall as excellent. Many of them are also not satisfied with their clubs — 43% rate their club as fair or poor (see Figure 31).

Figure 31. Levels of engagement and perceptions of Rotary

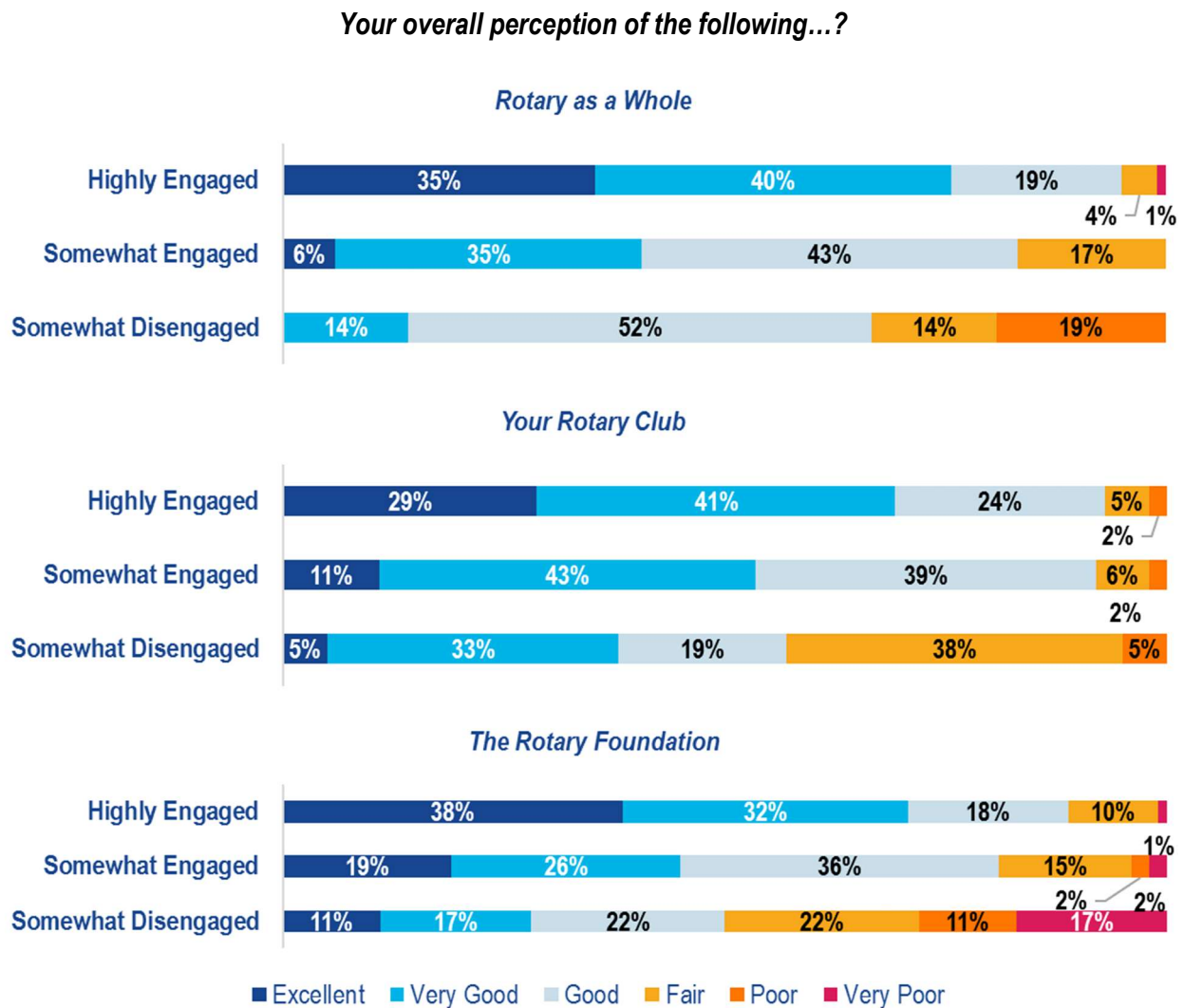
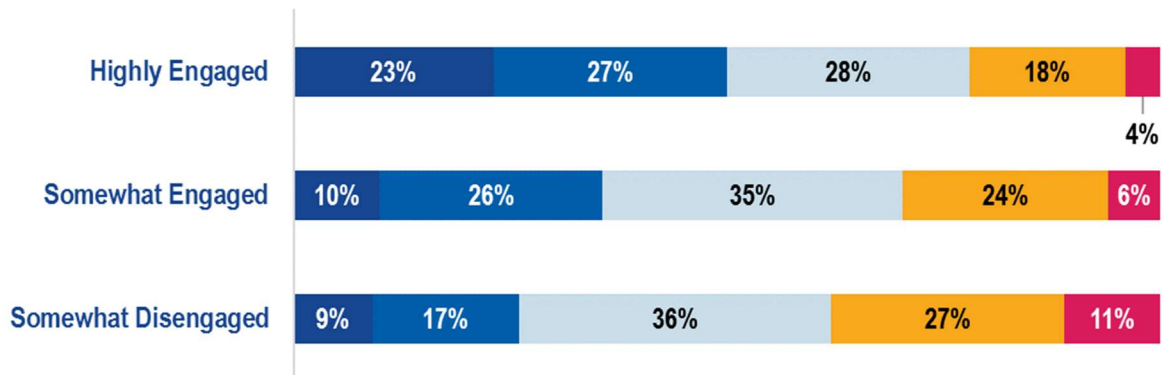


Figure 32 shows the differences over intended involvement among these three groups. The highly engaged Rotarians, i.e., the ones who will definitely remain members for the next two years, are more than *twice as likely* to say they definitely intend to donate to Rotary than the somewhat engaged Rotarians are. And the somewhat engaged Rotarians, who will probably stay for the next two years, are almost twice as likely to say they definitely intend to donate money to Rotary as the somewhat disengaged Rotarians are.

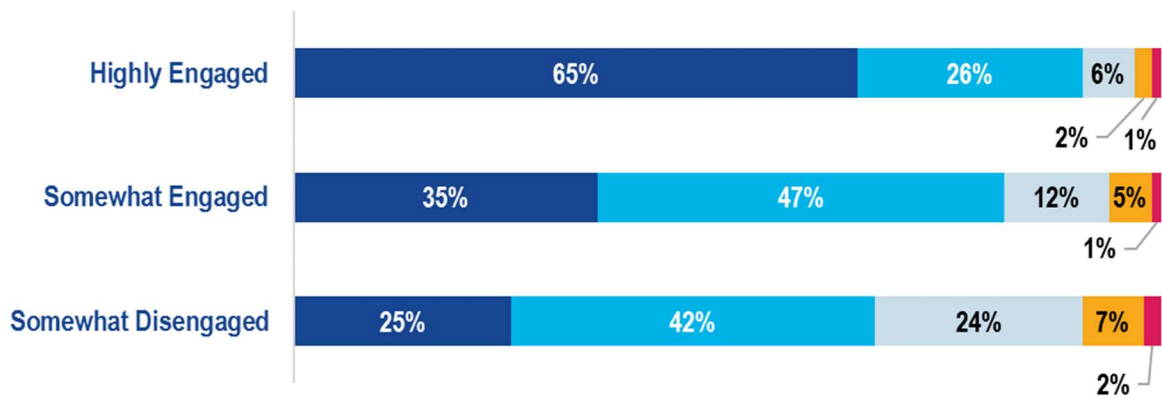
Figure 32. Levels of engagement and likelihood to volunteer and donate

In the next two years, how likely are you to ...?

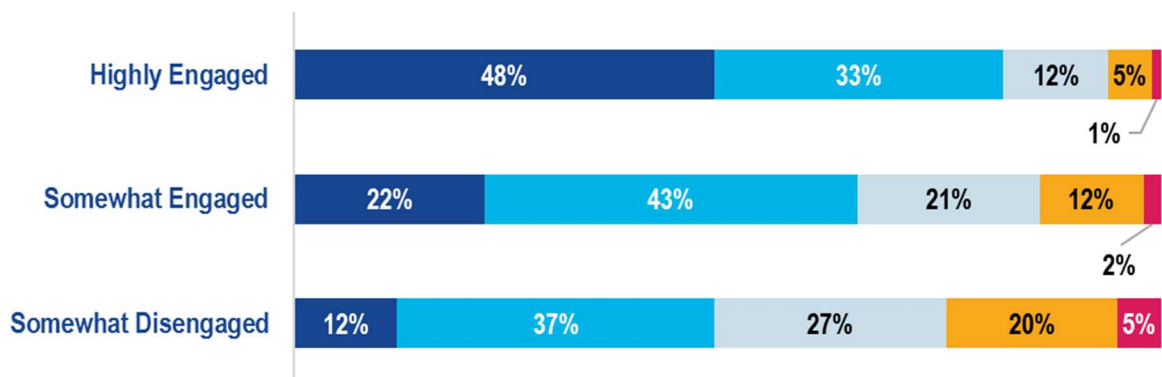
Volunteer for a Rotary international service project



Volunteer for a Rotary community project



Donate money to Rotary (in addition to dues/fees)

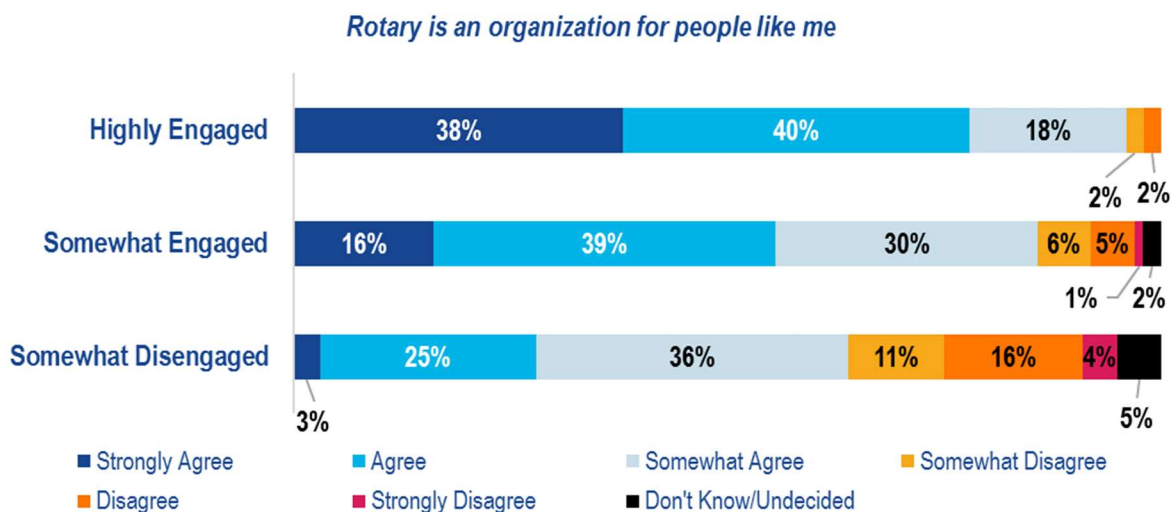


■ Definitely Will ■ Probably Will ■ I'm not sure ■ Probably Won't ■ Definitely Won't

- Half of the highly engaged Rotarians say they definitely or probably will volunteer for an international service project. In contrast, only 36% of somewhat engaged members and 26% of somewhat disengaged members say they will definitely or probably volunteer for an international service project.
- All three engagement levels express a strong interest in community service, but only the highly engaged Rotarians have a majority (65%) who say they definitely intend to volunteer for a Rotary community service project.

Besides intended donations, the engagement level for the three groups differs sizably over their intentions to devote time and effort for service projects (see Figure 33):

Figure 33. Levels of engagement and perceived fit



Viewing the results reveals significant differences in experiences among these three groups. These differences may indicate distinct strategies to increase engagement. Perhaps more important, somewhat engaged and somewhat disengaged Rotarians express a considerable uncertainty about whether Rotary is an organization for people like them.

“I have been fortunate that the Rotarians in my club have made me, as a female, very welcome and appreciate that I help with as many projects/events as I can, but I do know that there are still some clubs which will not accept female members — shame on them!!!” (Rotarian, United Kingdom)

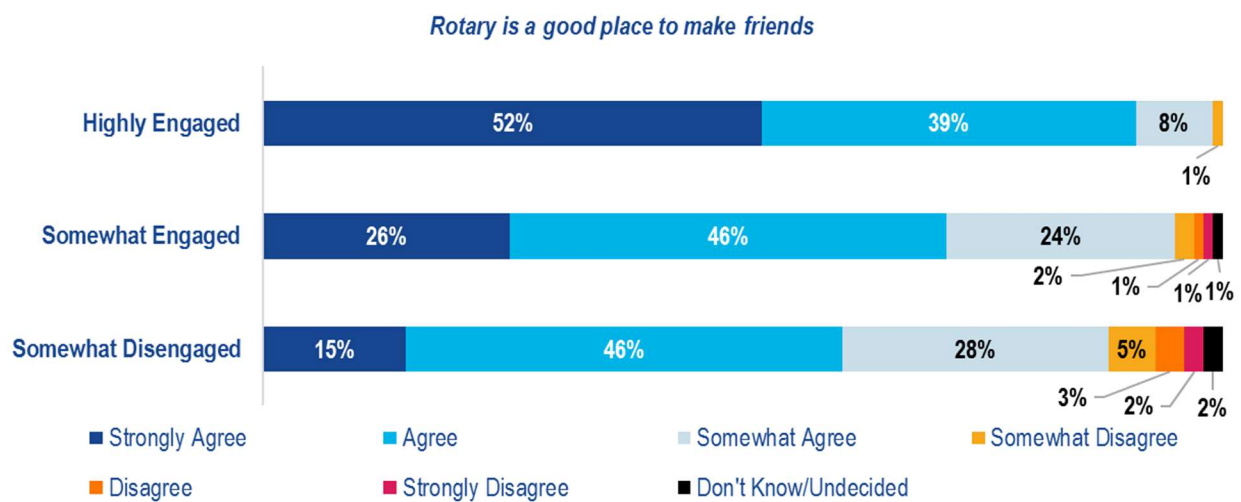
“To date, there have been no benefits to me. I have made no new friends, volunteer opportunities are limited as I work full time, and I resent the money I pay each quarter.” (Rotarian, United States)

“In the club, no friendships have developed, although I have been there for years and was already president. There are no deepening connections in the club (only

superficial). In other associations, the contact depth and the cohesion are much greater.” (Rotarian, Germany)

Consistently, in different surveys, Rotarians point to friendship/fellowship as very important and a primary reason they join and stay. **Failing to make friends or connect with other Rotarians lessens members’ connection to their club and Rotary overall.** Almost all of the highly engaged members find that Rotary is a good place to make friends, with 52% saying they strongly agree with that statement. Among Rotarians who are not sure if they’ll stay, only 15% strongly agree that Rotary is a good place to make friends, and 10% report that in their Rotary experience, it is not easy to make friends (see Figure 34).

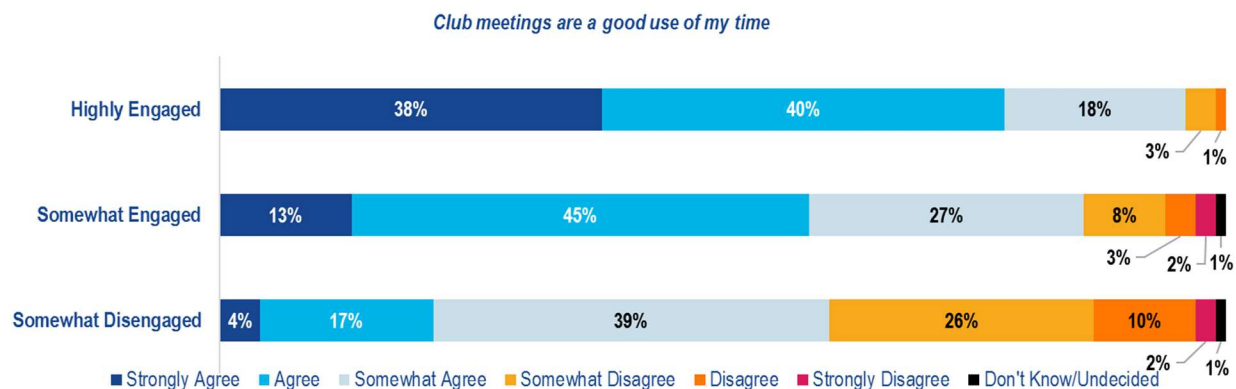
Figure 34. Levels of engagement and friendship



In members’ experience, is their Rotary club fun and productive? Whether Rotarians perceive their club meetings as a good use of their time affects their engagement (see Figure 35).

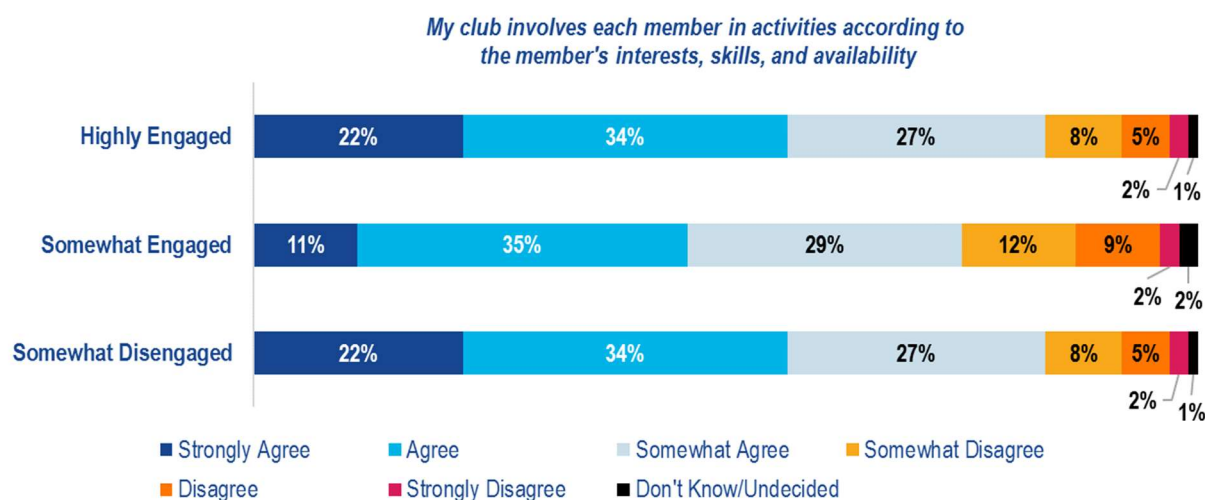
- *“The ideal organization should have members engaged in helping and developing solutions, not memberships and positions. I see that a lot of money is spent in meetings in different countries and it is a lot of money that is not destined for good works. For 30 years I have collaborated anonymously with various causes and I do it by conviction and not to wash my conscience. I do not believe in charity; I believe in involvement.” (Rotarian, Argentina)*
- *“I expect the meetings to contribute to my professional role. I would like to know more about fellow Rotarians’ profession, and how I can help them. I would like Rotary to be the means in which we contribute to the development of the community and of the business growth.” (Rotarian, Sweden)*

Figure 35. Levels of engagement and perceptions of club meetings



Similarly, when Rotary clubs do a good job matching activities with their members’ skills, abilities, and interests, their members are more involved and engaged (see Figure 36).

Figure 36. Levels of engagement and club activities

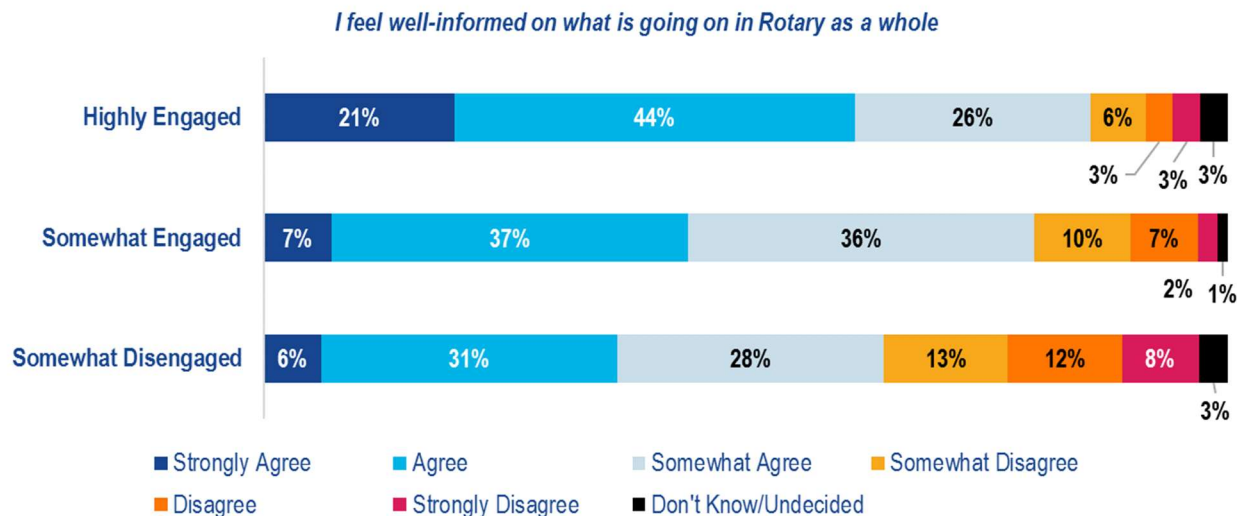


“[The Rotary club] I’m in is engaged, friendly, and encourages learning about Rotary. I’ve learned more about Rotary in this club than previous clubs I’ve been in. And I think the face of Rotary today is all of the faces you pictured, but I believe it will look different depending on what club you’re in. And the variety of clubs means there is a place where all kinds of people belong.” (Rotarian, United States)

“The upper Rotary levels are more and more removed from our club. I now personally refuse to co-finance international projects through Rotary. The processes are too complicated and too opaque. In the past, I had the confidence to organize things in a sustainable and transparent manner. This trust I have withdrawn from RI for a long time.” (Rotarian, Germany)

Transparency and accountability is the most important ideal trait for many Rotarians. Effective communication is integral to creating a transparent and accountable organization (see Figure 37). When Rotarians feel well-informed about Rotary, their engagement increases. This finding may also relate to highly engaged Rotarians having a better opinion of Rotary overall than the other groups of Rotarians do.

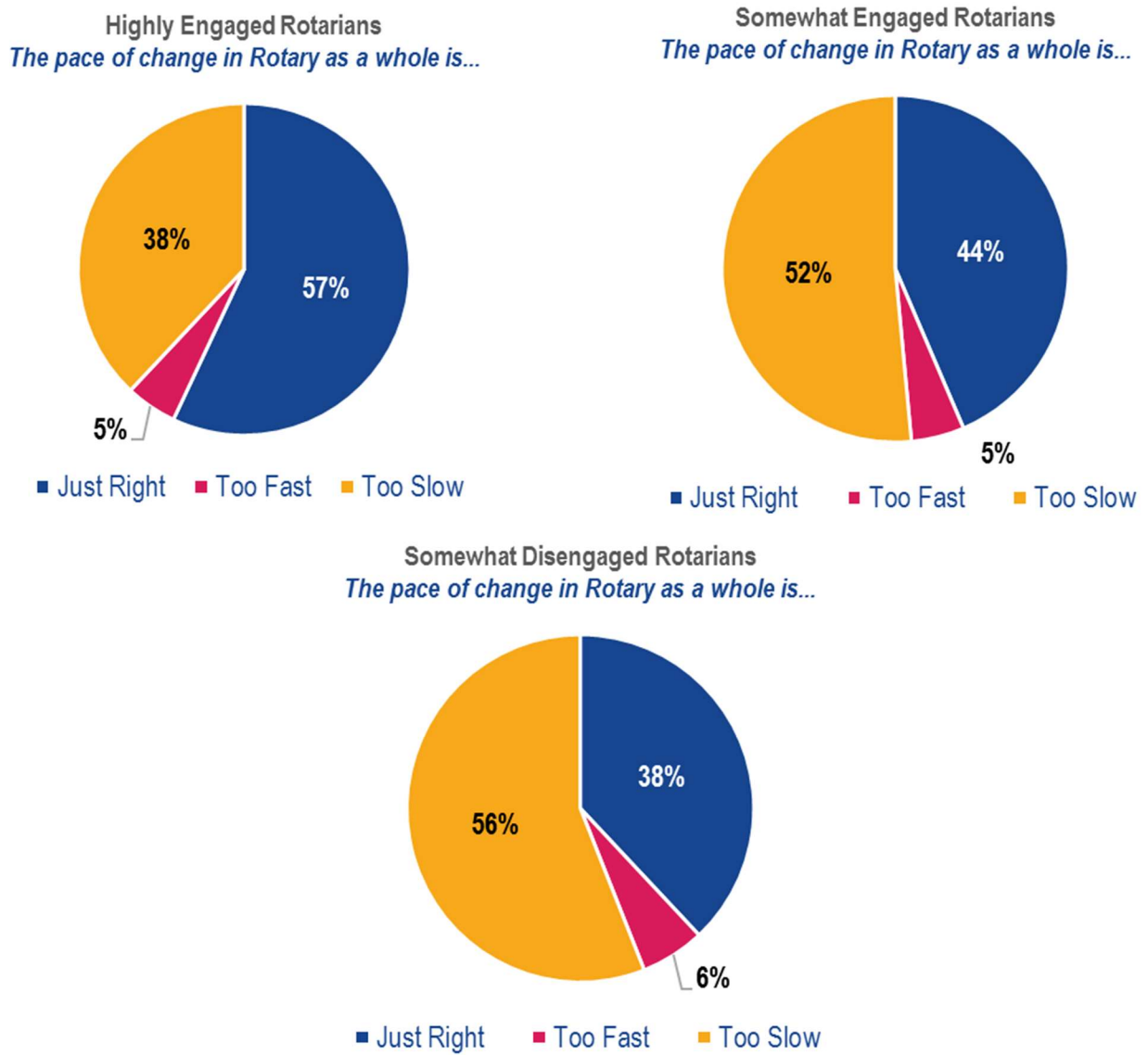
Figure 37. Levels of engagement and perceptions of Rotary’s transparency



“I believe that success, especially in Rotary, derives from the organization’s ability to adapt. Adaptation may not always occur at the Rotary International level, either. Oftentimes, I find adaptation occurs best at the club level.” (Rotarian, Canada)

Overall, a slim majority of Rotarians express satisfaction with the pace of change, and a significant number of Rotarians feel Rotary is changing too slowly. This dissatisfaction increases as engagement decreases (see Figure 38).

Figure 38. Levels of engagement and pace of change

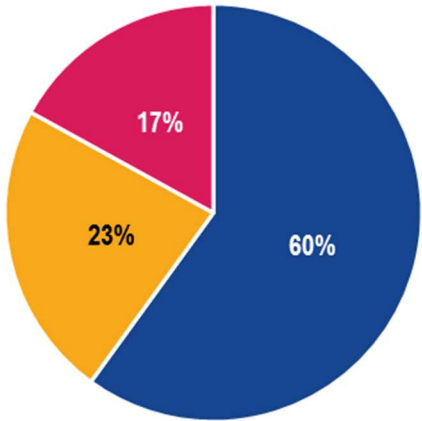


“As strategic planning proceeds, each club should be looking to the future membership and what exactly is needed to attract and retain members at the local community level.” (Rotarian, United States)

Having a strategic plan is vital to managing change and planning for the future. Analysis of the 2014 triennial strategic planning survey results revealed that Rotarians in clubs with strategic plans are more satisfied. Analysis of these 2017 results confirms that Rotarians in clubs with strategic plans are also more engaged and more likely to intend to stay members. A full 60% of highly engaged Rotarians are members of clubs with strategic plans, compared with 43% of somewhat engaged Rotarians (see Figure 39).

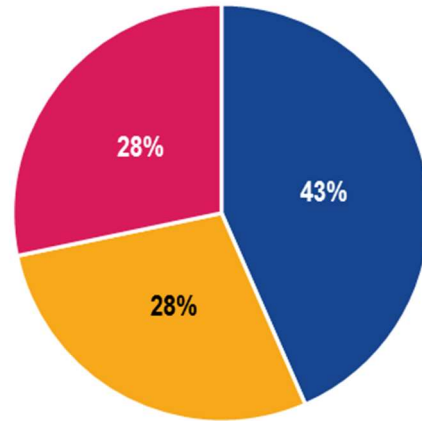
Figure 39. Levels of engagement and clubs' strategic plans

Highly Engaged Rotarians
Does your club have a strategic plan?



■ Yes ■ No ■ Don't Know

Somewhat Engaged Rotarians
Does your club have a strategic plan?

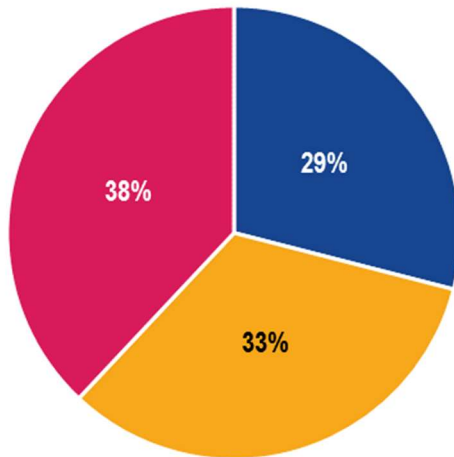


■ Yes ■ No ■ Don't Know

As displayed in Figure 40, a majority of somewhat disengaged Rotarians either are in clubs without a strategic plan (38%) or don't know if their clubs have one (33%)

Figure 40. Disengaged Rotarians and awareness of clubs' strategic plans

Somewhat Disengaged Rotarians
Does your club have a strategic plan?



■ Yes ■ No ■ Don't Know

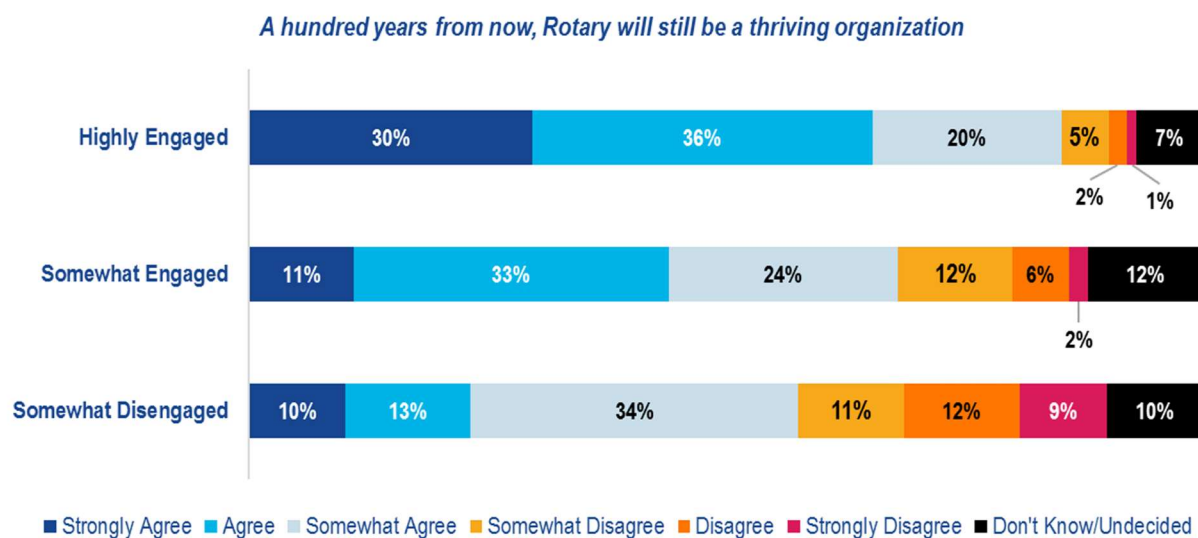
Rotarians stress the importance of strategic planning:

- *“With the rapidly evolving society, strategic planning becomes very important to stay up to date and connecting with the world.”* (Rotarian, India)
- *“A good strategic plan of a club can ... attract highly qualified members ... and retain them.”* (Rotarian, Bangladesh)

Engagement also correlates with optimism and pessimism about Rotary’s next century. Highly engaged Rotarians tend to believe that Rotary will continue to thrive. But the somewhat disengaged not only have concerns about whether their club will still exist in 10 years, but also have doubts about the future of Rotary overall (see Figure 41).

- *“As a proud Rotarian, [I] see a very bright future as long as the core focus toward the humanitarian services is maintained and extensively promoted.”* (Rotarian, India)
- *“We need help. Our club is dying. Our average age is somewhere near retirement and we have lost 75% of our women in the past three years.”* (Rotarian, United States)

Figure 41. Levels of engagement and beliefs about Rotary’s future



Concern about Rotary’s future affects not only some Rotarians. Pessimism about Rotary’s future may be contagious:

“I am tired of the constant doom and gloom about Rotary falling apart. I think RIBI may be struggling to find things to do with its time but I am part of a vibrant, albeit aging, club in a vibrant district.” (Rotarian, United Kingdom)

ROTARACTORS' AND ALUMNI'S IDEAL ORGANIZATION

“Rotary should focus on developing the Rotaractors and Interactors as they are the future of Rotary.” (Rotaractor, Philippines)

Rotaractors and alumni also participated in the survey and addressed the same questions about their ideal organization. With their relationship with Rotary, these groups may be considered members of Rotary’s extended family — and many may also be future Rotarians. Comparing their opinions with Rotarians’ opinions provides an interesting perspective on attracting members.

When answering the question about the importance of traits for their ideal organization, alumni, Rotaractors, and Rotarians often reveal similar preferences. **Rotaractors and alumni share Rotarians’ view that transparency and accountability is the most important quality** for an organization that they would join or support. Like Rotarians, Rotaractors and alumni also highly value friendship (see Figure 42).

Figure 42. Ranking of “very important” attributes by Rotarians, Rotaractors, and alumni

	Rotarians	Rotaractors	Alumni
Transparency and accountability	1	1	1
Attracts people of the highest ethical standards	2	6	4
Friendship/fellowship	3	2	2
A strong presence in my local community	4	4	7
A good reputation among my peers	5	9	9
Opportunities to make new friends in my community	6	3	6
Opportunities for involvement/participation that fit my schedule	7	8	5
Global/worldwide	8	5	3
A well-established history with a record of accomplishments	9	10	10
Opportunities for professional networking	10	7	8
Invitation-only membership	11	14	14
A decentralized organization	12	12	12
A tech-savvy culture	13	11	11
Anytime, anywhere meetings	14	13	13

Some notable differences emerge as well. **Rotaractors and alumni are more interested than Rotarians are in the organization being global/worldwide**, and less concerned than Rotarians are about the organization’s reputation among their peers. Also, response percentages over the following organizational attribute, more than its ranking, illustrate one of the biggest differences in opinion:

- A slight majority (54%) of Rotarians feel “invitation only membership” is important or very important.
- Only 33% of Rotaractors and an even smaller percentage (27%) of alumni say “invitation only membership” is important or very important.

Likewise, comparing Rotarians, Rotaractors, and alumni’s opinions on membership diversity reveals different levels of emphasis for different descriptions of diversity. Overall, Rotarians view most types of membership diversity as less important than Rotaractors and alumni do. For example, corresponding with their higher interest in a global/worldwide organization, Rotaractors and alumni place a higher value on membership from 200 countries and geographic areas than Rotarians do. But the biggest differences pertain to gender and age parity:

- About two-thirds of Rotaractors and alumni say a roughly equal percentage of male and female members is important in their ideal organization. But only 43% of Rotarians feel the same — a difference of more than 20 percentage points (see Figure 43).
- Two-thirds of Rotaractors and over 70% of alumni want at least 30% of their ideal organization’s leaders to be women. Only a slight majority of Rotarians (54%) say that’s important for their ideal organization.
- Also, a slight majority of Rotarians (55%) feel it’s important that 30% of an organization’s leaders are younger than 45, compared with 70% of Rotaractors and 63% of alumni.

Figure 43. Importance of diversity by Rotarians, Rotaractors, and alumni

	Rotarians Very Important- Important	Rotaractors Very Important- Important	Alumni Very Important- Important
Variety of professions/vocations	92%	93%	88%
Diversity of perspective and opinion	87%	94%	93%
Members of all ages and generations — from 20s to 90s	80%	76%	83%
Members at all career stages from new graduates to	77%	84%	83%
Diversity of socioeconomic background	75%	78%	83%
All job levels from nonmanagement to CEO	67%	77%	75%
Membership from 200 different countries	64%	73%	73%
At least 30% of the organization's leaders < 45 years old	55%	70%	63%
At least 30% of the organization's leaders are women	54%	66%	72%
About equal percentage of male and female members	43%	66%	65%

When asked to select photos that represent the typical members of their ideal organization, Rotaractors and alumni display their preference for a younger membership with more women. This part of the survey also included Rotary staff (see Figure 44).

Figure 44. Photos selected for ideal organization

Rotarians	Rotaractors	Alumni	Rotary Staff
1 	1 	1 	1 
2 	2 	2 	2 
3 	3   	3 	3 
4 		4 	4 
5  		5   	5 

Three photos rank in the top five for Rotaractors, alumni, and Rotary staff (see Figure 45).

Figure 45. Top choices for ideal organization among Rotaractors, alumni, and staff



While the similarities in top choices are conspicuous among Rotaractors, alumni, and Rotary staff, the comparison with Rotarians' membership choices reveals significant differences. Also, as Figure 46 shows, only one photo ranks among the top choices of all four groups.

Figure 46. Top choices for ideal organization across all groups



Although Rotarians differ sharply from non-Rotarians on membership ideals, more common ground emerges when survey participants address their ideal organization’s types of programs, projects, activities, and causes. **Rotarians, Rotaractors, and alumni are all interested in grants to help their communities and programs to involve youth in service projects** (see Figure 47).

Figure 47. Types of projects funded in an ideal organization by Rotarians, Rotaractors, and alumni

	Rotarians	Rotaractor	Alumni
Grants for projects to help my community	75%	65%	57%
Programs to involve youth in service projects and humanitarian activities	55%	62%	58%
Programs to develop leadership skills for youth	51%	63%	50%
Grants to fund humanitarian projects in other countries	48%	37%	51%
Youth exchange for high school students	38%	31%	54%
Organized short-term volunteer opportunities for members to travel and assist	38%	45%	50%
Fun, social activities for supporters/members in my community	36%	43%	32%
Regular meetings with other supporters/members in my community	35%	33%	31%
Funded trips for members to use their career skills to train individuals in	32%	44%	48%
Professional development / career education / vocational training opportunities	30%	58%	40%
Scholarships for graduate students to advance knowledge in the cause(s) of the	28%	43%	48%
Funded goodwill exchanges/trips for members to visit members in other	23%	32%	37%
International conventions/conferences for members to connect with each other	22%	43%	38%

A higher percentage of Rotaractors than Rotarians or alumni would also like their ideal organization to fund training and development opportunities for youth and members. An explanation for their preferences might be partly evident when looking at the reasons that Rotaractors volunteer:

1. To make a difference in the lives of others around the world (55% of Rotaractors)
2. To positively impact my community (54%)
3. To develop new skills and knowledge (47%)

Almost a third of alumni say they volunteer to gain an international perspective, which seems to correspond with alumni’s higher interest in funded travel opportunities.

Likewise, the results confirm that Rotarians, Rotaractors, and alumni show concern about many of the same causes. **Basic education and literacy** is the top issue for all three groups (see Figure 48). Significant differences in preferred causes arise only for a few issues:

- Compared with Rotaractors and alumni, higher percentages of Rotarians are interested in polio eradication and, to a lesser extent, water and sanitation.
- On the other hand, higher percentages of alumni and Rotaractors choose human rights and the environment for their ideal organization’s main focus.

Figure 48. Ideal organization’s causes by Rotarians, Rotaractors, and alumni

	Rotarians	Rotaractor	Alumni
Basic education and literacy	48%	50%	43%
Economic and community development	37%	34%	27%
Water and sanitation	33%	17%	20%
Hunger and food scarcity	24%	27%	22%
Disease prevention and treatment	23%	23%	20%
Peace and conflict prevention/resolution	22%	25%	30%
Environment	23%	32%	29%
Polio eradication	22%	9%	7%
Disaster relief	14%	14%	11%
Human rights	14%	23%	28%
Maternal and child health	10%	11%	11%
Women's empowerment	8%	13%	16%
Refugee crisis	5%	6%	14%
Human trafficking	5%	6%	9%

ROTARACTORS’ AND ALUMNI’S IDEAL ORGANIZATION SUMMARY

Rotaractors and Rotary alumni seek many of the same traits and attributes as Rotarians in their ideal organization, i.e., a group they would like to support or join. All three groups of the Rotary family value friendship and find transparency and accountability important. Some differences emerge, including Rotaractors’ and alumni’s higher interest in training and development opportunities, along with their higher interest in the environment as a cause for their ideal organization. Among the differences, the biggest potential deterrent to joining Rotary may be the demographics of Rotary’s membership: Is Rotary an organization for people like them? Rotaractors and alumni place more importance on age and gender diversity and select more photos of young professionals and women than Rotarians do when asked to identify their ideal organization’s typical membership.