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Purpose of Research

This document summarizes the results of a survey that MarketFitz conducted in March and April of 2012. The survey was a part of a larger strategic planning process undertaken by the Strategic Planning Committee, who was tasked with developing the organization’s next strategic plan.

Context:

Seattle Rotary #4 is an individual Club within Rotary International. Because it belongs to a larger organization, many of the elements that would normally be included in an organization’s strategic planning process are not open for discussion in this situation. As a result, the Club’s strategic plan focuses on the key driver of the organization’s success: membership.

Seattle #4 is unique among Rotary clubs in many ways. First, it larger than most clubs. Second, Seattle #4 has a paid staff of three employees. Third, Seattle #4 has its own foundation, which funds much of the service work the Club does. Finally, Seattle #4 has a long tradition of being a “check-writing” Club, whose members, historically, were the region’s most senior executives. While the membership of the Club has changed, the culture has not. As a result of the Club’s culture and of the sheer size and complexity of the organization, shifting the Club’s structure from the professionally managed organization to a purely volunteer-managed organization would be virtually impossible. Downsizing the Club’s professional staff would also require significant changes to member services.

In order to maintain the professional management structure already in existence, the Club needs at least 675 members at the current membership rates. Unfortunately, Seattle #4, like most other organizations, has suffered from steep declines in membership. From its peak of 850 members, the Club has dropped to less than 630. If the membership drops below 600, layoffs or other restructuring will be necessary to survive financially.

The Strategic Planning Committee’s primary question, then, is whether the Club should change its pricing structure in order to retain the infrastructure with a smaller membership structure, work to shift the culture and eliminate some of the infrastructure in order to survive with a smaller membership paying the same rates, work to increase membership without changing pricing structures in order to produce sufficient revenue to support the existing structure, or some combination of these approaches.

After several meetings, the Strategic Planning Committee decided to focus on increasing membership. To do so, there are two strategic objectives the Club must pursue:

1. Improve retention rates. Currently, the Club loses about 15% of its membership each year. By reducing this number, the Club can have a significant and positive impact on membership.

2. Increase the number of new member candidates who apply. Clearly, the Club must expand beyond the number of members it currently has. During recent years, the Club has admitted about 70 new members each year. To improve the Club’s health at the levels mandated to maintain Club operations, this number must increase significantly.

The Strategic Planning Committee discussed the factors Committee members believed were impacting the Club’s ability to improve retention rates and increase the number of new member candidates who apply at length. However, since the members of the Strategic Planning Committee are primarily dedicated, involved Rotarians whose perspective may not be consistent with the membership overall,
the Committee decided to conduct research to identify factors that impact success, and to test tactics that might be effective in achieving its strategic goals.

This document summarizes the results of that research.
Methodology & Approach

The goals of this research study were to:

1. Determine how the Club can improve retention rates by better understanding why people leave the Club, and what might entice them to stay.

2. Test the appeal of specific tactical ideas, generated by the Committee, designed to make the Club more valuable to existing members, thereby encouraging retention.

3. Determine, if possible, whether there were any significant differences between segments of the Rotary membership.

4. Identify, if possible, new thoughts from members about perceived barriers in member development, and/or ways to encourage members to solicit new members

The Club also took advantage of the survey portion of the research to ask questions about specific issues or programs, such as the Foundation’s giving policies.

The research was conducted in two phases. Phase I was a modified “focus group” concept, and Phase II was a survey of Club membership.

Phase I: Table Topics

The first phase of the research used a table topic discussion during one of the Club’s weekly meetings to explore the reasons that people join, stay in and leave the Club.

During a regular Wednesday lunch meeting, each table was assigned a primary question and some follow up questions they were asked to address. One member acted as a scribe, while another facilitated. The objective was to gather information from a broader set of members than those involved in the Strategic Planning Committee in order to develop a more comprehensive membership-wide survey.

By gathering information using this modified focus group approach, the Committee increased the likelihood that the survey would include a complete list of choices from which members could provide input about their motivations for membership, and reduce the number of open-ended and “other” responses that make a survey more cumbersome to complete, and the data more difficult to use. The Committee also reduced the likelihood that the Committee would make inaccurate assumptions about motivations, improved the Committee’s ability to identify viable potential solutions that could be tested in Phase II, and improved the Committee’s odds of identifying solutions that would have the greatest possible impact.

The questions, and the responses provided to them, are outlined below. The numbers in parentheses
indicate the number of times that particular topic was cited in the notes provided by the scribes.

Table Topics:

1. **Keeks: Why did you decide to join this Rotary Club?**

   - Good connections/people/ networking/business connections (6)
   - Service opportunities/ community involvement(5)
   - Fellowship/friendships/meeting people (6)
   - A friend asked me to join/friends are members (2)
   - Quality of speakers/programs (2)
   - Professional development (1)

Improvements needed:

   - Application process, including communications
   - Instructions about what is expected from a Rotarian
   - Need help meeting new people/make introductions at table

2. **Members: What advice would you give to a new member to ensure they get the most out of their Rotary membership?**

How to get the most out of Rotary:

   - Participate in fellowship/service project other non-meeting events (13)
   - Explore/join a committee (12)
   - Introduce yourself/sit at tables with people you don’t know/ ask for introductions around the table (10)
   - Attend/stay for meetings (4)
   - Do makeup when traveling (3)
   - Get your Keeks done/done early (3)
   - Be strategic about seating: look for friends or people you want to meet (2)
   - Focus on networking – particularly if you are a younger member (2)
   - Stay in touch with your sponsor
   - Get involved beyond Seattle #4 (national conference, for example)
   - Live the 4 way test
   - Decide upfront whether perfect attendance matters to you
   - Find other people with similar interests
   - Stay in touch
   - Bring your badge
   - Recognize that the objective is community service, not business
   - Bring a guest

Business benefits of Rotary:

   - Networking /Meet people with expertise/ Make connections that open doors(4)
   - Exposure to new ideas (3)
• Sense of connection to community
• Gained clients/customers

3. **Table Topic:** When someone asks you why you are a member of Seattle Rotary #4, what do you tell them?

**Benefits of Membership:**
• Opportunities to serve, rather than just writing a check (15)
  • Greater power as a part of a bigger organization (1)
  • Opportunities to be involved (1)
  • Meets my desire to be socially responsible/involved in my community (1)
• The people/networking
  • Connection to community leaders/movers & shakers (12)
  • Quality people (6)
  • People who share my values/my commitment to service (6)
  • Makes me feel connected (3)
  • Helps me help other NPs (board recruiting, etc.) (2)
  • General networking (1)
  • Diverse membership (1)
  • Meeting new people each week (1)
• Friendship/fellowship (12)
• Speakers/programs (11)
  • I learn things (2)
• Business benefits
  • Meet peers (other NP leaders) (1)
  • Good for business (3)
  • Gets me out of the office (2)
  • Come back with great limericks (1)
• Club operations
  • Weekly meetings (1)
  • Solid management (1)
  • Not rigid on attendance (1)
• Focus on local, national and international work and community (2)
• International/out of area make-ups (3)
• Get out more than you put in
• Family history with Rotary
• Something for everyone
• Part of my routine
• Efficient use of time
• Herb made me

4. **Members:** Have you ever considered leaving Rotary, or talked to a friend who has? If so, what reasons prompted you/them to consider leaving?
Reasons people leave:

- Time commitment/attendance (17)
  - Attendance requirements are daunting as a new member
  - Travel makes attendance hard
  - Time getting to/from meetings
  - Busy schedule – and I feel guilty about not participating (2)
  - Scheduling conflicts
- Financial commitment (8)
  - Company financial support
  - Cost of parking
- Quality of programs (5)
  - Sports programs dropped
- Not generating enough business for the time involved (4)
- Location/job change/retirement (4)
- Quality of members (3)
  - Change of membership requirements
  - Change of membership from top execs to non-profit members
  - Friends left Rotary
- Too hard to break in (3)
  - Tables too large
- Management/Control of Club by staff
- Insensitivity about commitments to family demands

Additional Suggestions Arising from Table Topics:

Suggested improvements

- Rename Keeks
- Make it easier to understand how to do makeups
- Do a better job integrating new members
- Do exit interviews
- Look for synergies
- Mix seating up to meet new people
- Board members chair tables as hosts each week
- More visual aids at meetings
- Members should be praised for good attendance/makeups
- Club shouldn’t be one size fits all
- We should not stress being big to be big
- Monitor attendance and have follow ups for low attendance to make sure people attend/stay engaged
- Allow automatic payments
- Have a members Mentor
- Give plain language descriptions about the Club, president, etc.
- Get involved with the business mentors
• Bring back honorary members more often
• We have an overload of “causes” programs. I like government and business leaders.
• Committee chairs should actively recruit new members
• New members should be assigned to a committee and choose to change
• Programming is best when it is timely and relevant, like Westlake development or garbage – things that are going on in Seattle
• Provide follow up information on our projects

The Committee also solicited input from the Retention Committee, who said they had not official data. However, Leonard Yerkes, the committee chair, felt that people are more likely to leave when they are not engaged and active as members.

Finally, the Committee reviewed the conclusions of a District 5030 roundtable on young members (aged 25 – 40). The committee concluded that younger Rotarians want:
• Fellowship/networking
• Family-friendly events
• Inclusion/acceptance
• Service opportunities through vocation
• Business relationships
• Leadership opportunities
• Short term volunteer opportunities
• To give advice/share vision

The results of the table topics were used to develop the quantitative survey in Phase II.

**Phase II: Membership Survey**

The next phase of the research was a membership-wide, electronic survey. The objectives of this phase of the research were to:

1. Build upon the initial feedback on why people stay in the Club and what prompts them to consider leaving

2. Test the appeal of specific tactical ideas, generated by the Committee, designed to make the Club more valuable to existing members, thereby encouraging retention.

3. Determine, if possible, whether there were any significant differences between segments of the Rotary membership.

4. Identify, if possible, new thoughts from members about perceived barriers in member development, and/or ways to encourage members to solicit new members
The process is outlined below:

**Step 1: Develop Survey**

MarketFitz worked with members of the Strategic Planning Committee to identify the questions and information that Rotary needed to address using the survey. MarketFitz then developed and refined the survey questionnaire, forwarded it to the Committee for approval, and incorporated their suggestions into the final version. We then programmed the survey into our survey software, tested the survey, and provided the link to committee members for final review and testing.

In the meantime, the administrative staff at the Rotary offices compiled a list of emails for distribution. The list included all Rotary #4 members, which was a total of 600 names. After eliminating names without email addresses, bounces and individuals who had previously opted out of receiving emails from our survey tool, 559 received the survey link. Those without an email address received hard copies via U.S. Mail. Unfortunately, the Club’s professional staff did not copy both sides of the two-sided survey, so those individuals who did complete the survey in its hard copy format were unable to complete the entire survey.

**Step 2: Conduct Survey**

The survey was launched by email distribution Wednesday, March 21, 2012, and closed on Wednesday, April 4, 2012. To encourage participation, respondents were offered the chance to win several prizes donated by Rotarians, including a Gaugin package at the Mayflower Hotel (courtesy of General Manager Paul Ishii), a luggage set (courtesy of Jena Miller of Blink Product Design) and one of five one-dozen roses (courtesy of Tom Betts and Topper’s European Floral). Reminder emails were issued on Tuesday, March 27 and Tuesday April 3. The survey was closed on Wednesday, April 4 at 9:00 p.m. On Monday, MarketFitz conducted a drawing for the prizes associated with participation, and notified the winners on April 10, 2012.

**Step 3: Assemble and Analyze Results**

Once the survey work was complete, MarketFitz summarized the results of the survey and compiled this document. A summary of the results is provided within this document and a copy of the survey questionnaire is provided in Appendix A.

**Cautionary Note**

It is important to remember that this study was conducted exclusively among members. The perceptions of members may not be consistent with those of prospective, former or future members. In particular, the Strategic Planning Committee should exercise caution when making assumptions about the perspectives of potential members based on member input. At the same time, our experience with membership organizations suggests that a peer-to-peer ask is the strongest way to generate new membership interest. By making the Club more valuable and relevant to existing members, the Club should be able to strengthen the passion and frequency with which members ask new members to join them.
Summary of Survey Results

Member participation in the survey was strong. 299 respondents completed at least some portion of the survey, either online or offline. Of those, 274 of the Club’s current membership of about 600 people completed all of it. This represents a 46% response rate.

Based on that response level, and assuming no self-selection bias, the Club can be 95% confident that answers to questions to which the entire group responded would be within +/- 4.4% of the responses provided by the population overall. In market research, a 95% +/-5% confidence level is considered strong, making this very reliable information for the Club overall.

However, we believe that this data will have some self-selection bias. While participation data is not available from Val and her team, our sense is that members who have been more involved in the Club over the past two years may have had a higher likelihood of responding. Fortunately, this bias is not considered by MarketFitz to be significant. We do believe most information about the Club overall will be accurate. However, it is important to note that these types of statistics are less accurate when the responses of a sub-segment of the population are analyzed, especially if the underlying population is small.

General Demographics

Gender. A majority of survey respondents were male, 65% compared to 35% of females. According to Val, the current membership is 73.5% male, and 26.5% female.

Age range. The survey population skewed older, with 80% of respondents 51 years of age or older. This is very consistent with the figure provided by Val of 79%. 16% of survey respondents are between the ages of 36-50, compared to 16.49% of the actually population. Finally, 4% of survey respondents are 35 years of age or under, compared to 4.5% of the actual population. This suggests that the survey response, by age group, was very representative.

Length of membership. A quarter of respondents reported that they have been members for more than 21 years. 28% have been members for 11-20 years, and 18% have been members for 6-10 years. On the other end of the spectrum, 14% have been members for 3-5 years and 15% have been members for 2 or less years. We did not receive comparative data from Val regarding these statistics.
**Children living at home.** A disproportionately large majority of respondents reported not having any children living at home. Of those who reported having children at home, 13% said they had at least one child between the ages of 14-18, 11% had at least one child between 6 and 13 and 6% had at least one child under the age of 5. For complete information, please review the chart below:

![Children Living at Home Chart]

**Professional backgrounds.** The survey inquired as to respondents’ professional backgrounds. A majority reported working in professional services (30%), nonprofits (17%), or financial services (13%). 11% are retirees and/or not seeking employment. There were a number of underrepresented categories, including manufacturing, technology, retail, real estate/construction, education and public sector.

![Professional Background Chart]

**Involvement.** Club involvement varied among respondents.

We asked participants about their involvement in both leadership roles and as participants in activities outside of the routine weekly meetings. About 25% of respondents indicated that their involvement was passive in nature. They attend weekly meetings, and may attend committee meetings or up to one fellowship event every two years. For purposes of this analysis, these individuals will be called “Passively Involved Members.”
When individuals who reported participating in at least one service project or two fellowship events, but did not assume a leadership role, were included in those numbers, the total jumped to 59%. For purposes of the remainder of this analysis, these individuals, who have participated in but not led Rotary activities, will be called “Lightly Engaged Members.”

As would be expected, fewer respondents indicated that they had assumed leadership roles or attended a national conference.

**Club fees.** Respondents were asked how they pay for various aspects of their club membership. When it came to meals and dues, respondents were split between self-payment or employer-subsidized payment. However, a majority of respondents said that they pay for their own contributions to the Rotary Foundation as well as to the Seattle Rotary Service Foundation.

**Business-related benefits.**

Based on the results of the focus groups, the Committee believed that members may expect and/or value certain business benefits from their involvement in Rotary. Certainly, the number of individuals whose businesses pay for their membership and/or dues would suggest that businesses expect some level of benefit from their employees’ membership in the Club.
To assess the Club’s effectiveness in delivering on expectations, the survey asked members a number of questions about the benefits they derive as professionals, either for their business directly or indirectly through professional development. The survey also asked about the degree to which receiving those benefits affects membership.

**What I Expect for My Business**

Most survey respondents believe that their business should benefit from their involvement in Rotary. For 27% of members, without some business benefit, they could not justify their investment of time and dollars in Rotary, and would need to leave the Club. For another 35%, this was somewhat important, and the absence of business benefit would demand substantial benefits elsewhere in exchange. A slightly smaller percentage said it was somewhat unimportant (30%), and only 8% said that their membership was purely based on personal reasons. (Note: Respondents who marked “Retiree or not actively seeking employment” as their professional background were not directed to this question).

However, there were some populations for whom these factors were more important. 42% of new Rotarians, those members who have been with the Club for less than 2 years, said that without some business benefit, they could not remain members. Another 37% reported that, without some significant benefits in other areas, the lack of business benefit would cause them to reconsider membership.

For younger members of the Club (under 51 years old) and women members of any age, this was a much more important factor. For members whose companies paid for all of their dues or meals, generating business benefit was also more important. There was no significant difference in expectations regarding professional development from individuals who were more involved or less involved in the Club than from the group as a whole.

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![Importance of Benefits to Business or Organization](chart.png)
How My Business Has Benefited from Rotary

The survey also asked about how successful the Club had been in generating business benefit by asking whether, during the previous two years, the respondent had experienced any of the following as a result of membership:

<table>
<thead>
<tr>
<th>During the last two years as a member of our Club have you met someone who has:</th>
<th>Employed</th>
<th>Dues Pd by Employer</th>
<th>&lt;51</th>
<th>Women</th>
<th>Passively Involved</th>
<th>New Members (&lt;2 Yrs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Become a client</td>
<td>20%</td>
<td>20%</td>
<td>21%</td>
<td>17%</td>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td>Sold services to your business or organization</td>
<td>14%</td>
<td>16%</td>
<td>14%</td>
<td>16%</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>Introduced you to a client or prospective client</td>
<td>31%</td>
<td>35%</td>
<td>39%</td>
<td>21%</td>
<td>22%</td>
<td>35%</td>
</tr>
<tr>
<td>Introduced you to a vendor for your business or organization</td>
<td>20%</td>
<td>24%</td>
<td>20%</td>
<td>18%</td>
<td>18%</td>
<td>26%</td>
</tr>
</tbody>
</table>

While some of these differences are not statistically different, those in bold are. In general, women benefit less from referral from Rotarians, and individuals who are passively involved receive significantly less benefit than their peers who are more engaged.

While one might expect that members who have been involved in the Club the longest (more than 10 years) would be more likely to reap business benefits, that turns out to be untrue. They are just as likely as their peers to generate new business or build vendor relationships through Rotary.

What I Expect Relative to Professional Development

The responses were similar with respect to the amount of personal professional development members expect from Rotary. Exactly half of respondents said that professional development was somewhat important, and 19% said it was very important. On the other hand, 20% said it was somewhat unimportant. 11% said it was unimportant and that they are members for personal reasons rather than professional growth.

As with the issue of business benefit, new members see professional development as an important benefit of membership. 95% of respondents who were new members (2 years or less as members) said this was either very important (32%) or somewhat important (62%). Again, members whose dues and meals are paid for by their company, women, and younger members are more eager to grow professionally as a result of their involvement in the Club than members overall. (Note: Respondents who marked “Retiree or not actively seeking employment” as their profession were not directed to this question).

There was no significant difference in expectations regarding professional development from individuals who were more involved or less involved in the Club than from the group as a whole.
How My Professional Development Has Benefited from Rotary

The survey also asked about how successful the Club had been in helping an individual grow professionally by asking whether, during the previous two years, the respondent had experienced any of the following as a result of membership:

<table>
<thead>
<tr>
<th>During the last two years as a member of our Club have you met someone who has:</th>
<th>Overall</th>
<th>Dues Pd by Employer</th>
<th>&lt;51 yrs Old</th>
<th>Women</th>
<th>Passively Involved</th>
<th>New Rotarians (&lt; 2 Yrs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connected you with a new job</td>
<td>4%</td>
<td>4%</td>
<td>7%</td>
<td>4%</td>
<td>1%</td>
<td>5%</td>
</tr>
<tr>
<td>Provided advice to you that has helped you professionally</td>
<td>42%</td>
<td>48%</td>
<td>55%</td>
<td>40%</td>
<td>26%</td>
<td>47%</td>
</tr>
</tbody>
</table>

While some of these differences are not statistically different, those in bold are. In general, women benefit less from referral from Rotarians, and individuals who are passively involved receive significantly less benefit than their peers who are more engaged. New Rotarians are slightly more likely to receive professional counsel from other Rotarians, as are younger members and members whose companies pay their dues.

**Fostering business/professional growth.** When asked to pick from a list of specific ideas that might increase opportunities for business or professional growth, respondents’ answers varied. The most popular responses are highlighted in bold. In general, respondents who were younger or who had been in the Club for 2 years or less were more likely to find most ideas appealing. (Note: Respondents who marked “Retiree or not actively seeking employment” as their professional background were not included in this analysis.)
There were additional suggestions and insights provided in the comments section (full transcript available under Appendix B).

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Overall Response</th>
<th>Younger Members (&lt;51)</th>
<th>New Members (&lt;2 Yrs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hosting table topics around specific business issues or topics</td>
<td>31%</td>
<td>44%</td>
<td>42%</td>
</tr>
<tr>
<td><strong>Inviting more speakers on business topics, such as leadership or management</strong></td>
<td>53%</td>
<td>55%</td>
<td>59%</td>
</tr>
<tr>
<td>Adding a business directory to the website that is open to the public</td>
<td>31%</td>
<td>32%</td>
<td>27%</td>
</tr>
<tr>
<td>Hosting business tours as fellowship events</td>
<td>32%</td>
<td>36%</td>
<td>27%</td>
</tr>
<tr>
<td>Ask two members to provide three minute introductions to themselves and their businesses at the podium at each meeting</td>
<td>29%</td>
<td>41%</td>
<td>29%</td>
</tr>
<tr>
<td><strong>Promoting the idea that it is okay to talk about business (as the Rochester, NY club has done with its slogan “It’s great to do business with a Rotarian.”)</strong></td>
<td>55%</td>
<td>57%</td>
<td>49%</td>
</tr>
<tr>
<td>Hosting a “speed-networking” event instead of a speaker during one lunch each quarter</td>
<td>23%</td>
<td>27%</td>
<td>42%</td>
</tr>
<tr>
<td>Measure and promote the amount of business that happens as a result of Rotary, instead of just the amount of service</td>
<td>18%</td>
<td>27%</td>
<td>22%</td>
</tr>
<tr>
<td>Provide a secure electronic posting board for employment opportunities</td>
<td>36%</td>
<td>41%</td>
<td>34%</td>
</tr>
<tr>
<td><strong>Provide an “Ask the Expert” forum where members can ask other members for professional advice or referrals</strong></td>
<td>44%</td>
<td>52%</td>
<td>51%</td>
</tr>
<tr>
<td>Have theme tables where a Rotarian will give a brief update on a specific business, management, or other topic to interested members prior to the beginning of the meeting (such as best practices for non-profit boards, managing Millennials, or leading geographically diverse teams)</td>
<td>29%</td>
<td>34%</td>
<td>37%</td>
</tr>
<tr>
<td>None of the above</td>
<td>6%</td>
<td>2%</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>7%</td>
<td>9%</td>
<td>5%</td>
</tr>
</tbody>
</table>
Other Ways to Generate Business Benefits

More connections:
- “Allow our club members to be speakers when they have appropriate expertise.”
- "Two member each week would be too much but maybe 1 a week would be good. Maybe call it membership moment or something like that.”
- “Do learning at Lunches at Fellow Rotarian's businesses (hosted by the Rotarian) may be a great hit. Limit it to 20 people so it's more intimate or something like that.”
- More time to host table topics around specific business issues or other areas of interest.
- Using senior Rotarians (maybe retired), have a "connections" committee who helps facilitates introductions between members - particularly new members - to accomplish professional or business objectives.

Emphasize hidden business opportunities:
- Information about businesses that have become involved in outreach programs like FareStart and how this involvement has helped the business.
- Expand the posting board to include RFP's for projects to encourage members to post and respond to opportunities.

Stronger focus on membership and programming:
- Getting our corporate membership program on track to bring in or back key people from Boeing, Amazon, Microsoft, Starbucks and the other big employers. Have some leaders for balance.
- Had too many non-profits at the podium...more CEO perspectives - and politicians
- A few caveats: some of the speakers on business topics are self-promoting where others are not. For example, I am not a particular sports fan but I thought the Sounders coach gave a great talk about leadership …
Networking/Building Relationships

Based on the table topic feedback, the Committee also knew that building personal relationships and friendships is important to Rotarians. Further, the Committee suspected that the degree to which members felt a part of a collegial club would impact overall satisfaction and membership retention.

To assess the level of importance, and the Club’s success at delivering value in that area, the survey asked a number of questions regarding personal connections with other Club members.

**Sense of connectedness.** When asked on a scale of 1 to 5 how connected they feel to Rotary (with 1 being “I don’t feel well connected” and 5 being “I feel like I am a member of a tight group of people with common interests”), 35% of respondents answered with a 4. However, a combined 47% answered with an average score of 3 or lower, which represents close to half of respondents. The average response rating, overall, was 3.53.

Younger members’ connectivity pattern mirrors the general pattern, with a slight shift toward less connectivity. The overall rating for members under 51 was 3.36. This is not a significant difference.

Women are more divided on how connected they feel, and, assuming the population of female respondents was representative, the differences are statistically significant. While the percentage of women members who feel they are a member of a tight group of people with common interests is about the same (21%), the percentage who indicated that they do not feel connected at all (7%) or who ranked connectedness at level “2” (33%) totals 40% of the female membership of the Club. The average response rating for women is 3.35.

Not surprisingly, Passively Involved and Lightly Engaged Members also tend to feel less connectivity with the Club. The average response ranking is 3.2.

**Networking opportunities.** According to the survey, Rotarians connect with each other in various ways. 58% have met someone who has become a personal friend, 43% have met someone who provided advice that has helped them personally, and an almost equal amount have met someone that has provided advice or helped them professionally (42%). A smaller percentage reported meeting someone that became a client, sold services to their business or organization, provided a job connection, or introduced them to a vendor. 19% reported that they haven’t interacted with Rotarians in any of these ways.
While the differences between groups tended to be minor, women were slightly more likely to make a personal friend (63% have done so), and slightly less likely to generate business benefits (see the section related to business benefits, above). Younger members (under 51) are also more likely to make personal friends (64%), and slightly more likely to generate business benefits (see section above).

### Facilitating connections

The survey listed a number of options that the committee might consider implementing in order to facilitate more connections between members. Those associated specifically with business or professional development are covered above.

Of the options provided for more broad-based networking, some responses were more popular than others, but none of the options were clear favorites. A majority said they would like to occasionally try starting the program at 12:15 with a table topic, 47% said they would like to have mentors assigned to new members for the first year or two and 41% would like to occasionally introduce table topics in lieu of a short program. An equal number said that they would like to have the President ring the bell at 12:15 and ask everyone to introduce themselves at the table. 3% said they did not want any of the options that were listed.

**Answer Options**

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have a table host at each table whose job is to make sure all attendees are</td>
<td>36%</td>
</tr>
<tr>
<td>introduced to one another, and to help facilitate introductions to other</td>
<td></td>
</tr>
<tr>
<td>Rotarians</td>
<td></td>
</tr>
<tr>
<td>Have the President ring the bell at 12:15 and ask each person at the table to</td>
<td>41%</td>
</tr>
<tr>
<td>introduce him/herself and their profession</td>
<td></td>
</tr>
<tr>
<td>Have theme tables for Rotarians with similar personal interests or hobbies</td>
<td>34%</td>
</tr>
<tr>
<td>In lieu of some short programs, introduce table topics that allow members to</td>
<td>41%</td>
</tr>
<tr>
<td>get to know one another</td>
<td></td>
</tr>
<tr>
<td>Occasionally, start the program at 12:15 with a table topic that allows members</td>
<td>48%</td>
</tr>
<tr>
<td>to get to know one another</td>
<td></td>
</tr>
<tr>
<td>Expand the number of family-friendly fellowship events and hands-on</td>
<td>22%</td>
</tr>
<tr>
<td>community service opportunities</td>
<td></td>
</tr>
<tr>
<td>Expand the overall number of fellowship events</td>
<td>26%</td>
</tr>
</tbody>
</table>
Younger members were somewhat more enthusiastic about the table topics, either just prior to the beginning of the meeting, or instead of the short programs. 54% of members under 51 thought each of these were strong ideas.

**Fellowship.** Because fellowship events are a key part of the Club’s current offering, the survey asked questions about the types of activities that respondents would be most likely to attend. 67% of respondents said they would attend an event with an educational component. Other popular options included: events with a business speaker/presenter (55%), the Holiday Party held during a Wednesday lunch (49%), theatre or performing arts events (48%), or social events at someone’s house (40%). Only 12% were interested in events involving children and 19% were interested in events where spouses could attend. 2% were not interested in any of the options.

There were some variations between demographic segments of the market. For example, long-time members, who have been Rotarians for more than 10 years, are less interested than average in events with an educational component (61%). However, they are significantly more interesting to individuals who are new to the Club (81%).

While Fellowship event with a business speaker were appealing to a majority of respondents (55%), younger members (under 36) and new members regardless of age were most enthusiastic. 75% of the Club’s youngest members, and 72% of its newest members (2 years or less in the Club) would be likely to attend such an event.

Educational events also appeal to the members in our Club who feel least connected, with 64% of Passively Engaged or Lightly Involved members expressing interest in an event with a business speaker/presenter.
speaker/presenter, and 74% expressing interest in other events with an educational component.

Women and parents of young children are more interested in events at someone's home than in going out to dinner, while younger members (under 46) are the most enthusiastic about a social meal at a restaurant or other venue outside the home.

Theatre and performing arts events were also popular options for fellowship events, particularly among women, members with younger children, and members under 51.

---

### What kinds of fellowship events are you most likely to attend? (select all that apply)

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Overall</th>
<th>Women</th>
<th>&lt;36</th>
<th>&lt;51</th>
<th>Not well connected</th>
<th>Kids &lt;14</th>
<th>New Members</th>
<th>Long time members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social events at someone’s house</td>
<td>40%</td>
<td>45%</td>
<td>33%</td>
<td>41%</td>
<td>20%</td>
<td>50%</td>
<td>30%</td>
<td>45%</td>
</tr>
<tr>
<td>A social meal at a restaurant or other venue outside of a home</td>
<td>33%</td>
<td>33%</td>
<td>50%</td>
<td>46%</td>
<td>28%</td>
<td>42%</td>
<td>44%</td>
<td>28%</td>
</tr>
<tr>
<td>Events with a business speaker/presenter</td>
<td>55%</td>
<td>51%</td>
<td>75%</td>
<td>55%</td>
<td>64%</td>
<td>47%</td>
<td>72%</td>
<td>54%</td>
</tr>
<tr>
<td>Events where I will learn something</td>
<td>67%</td>
<td>70%</td>
<td>75%</td>
<td>77%</td>
<td>74%</td>
<td>69%</td>
<td>81%</td>
<td>61%</td>
</tr>
<tr>
<td>Theatre or performing arts events</td>
<td>48%</td>
<td>55%</td>
<td>42%</td>
<td>54%</td>
<td>30%</td>
<td>50%</td>
<td>49%</td>
<td>46%</td>
</tr>
<tr>
<td>Events that children can attend</td>
<td>12%</td>
<td>14%</td>
<td>17%</td>
<td>36%</td>
<td>10%</td>
<td>69%</td>
<td>16%</td>
<td>9%</td>
</tr>
<tr>
<td>The Rotary Holiday Party (during a Wednesday Meeting)</td>
<td>49%</td>
<td>51%</td>
<td>42%</td>
<td>54%</td>
<td>30%</td>
<td>61%</td>
<td>35%</td>
<td>54%</td>
</tr>
<tr>
<td>The President’s dinner (at the end of the Rotary year)</td>
<td>30%</td>
<td>30%</td>
<td>25%</td>
<td>27%</td>
<td>6%</td>
<td>31%</td>
<td>14%</td>
<td>38%</td>
</tr>
<tr>
<td>A Wednesday meeting where I’m encouraged to bring my spouse</td>
<td>19%</td>
<td>11%</td>
<td>17%</td>
<td>21%</td>
<td>10%</td>
<td>28%</td>
<td>21%</td>
<td>19%</td>
</tr>
<tr>
<td>A Wednesday meeting where I’m encouraged to bring my child</td>
<td>12%</td>
<td>7%</td>
<td>8%</td>
<td>18%</td>
<td>12%</td>
<td>31%</td>
<td>5%</td>
<td>13%</td>
</tr>
<tr>
<td>None of the above</td>
<td>2%</td>
<td>3%</td>
<td>0%</td>
<td>2%</td>
<td>4%</td>
<td>0%</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>Other (please specify):</td>
<td>6%</td>
<td>6%</td>
<td>17%</td>
<td>11%</td>
<td>10%</td>
<td>6%</td>
<td>9%</td>
<td>7%</td>
</tr>
</tbody>
</table>

6% of respondents indicated that there would be a different type of event that appeals to them. Some of those suggestions include (full transcript under Appendix B):

---

**Fellowship event suggestions:**

- “A women business owner's event.”
- “Work schedule prevents me from participating in Fellowship events”
- “early morning events...I want to go home when my work day is over and I have lots of after-hours events associated directly with my job”
- “Evening and weekend events that don’t interfere with the work day”
- “ski weekend is a GREAT idea; more active events a positive”
- “happy hour at a bar once a month/quarter for Seattle 4 Rotarians to meet. not a meal, just a drink or two before going home.”
- “Social gathering at the end of a work day.”
- “Sporting events, small events with a non-business speaker. And we always are encouraged to bring our spouse or children the the Wednesday meeting. However, most spouses are working, and most children are in school.”
**Programs**

Every week, the Club hosts one or two guest speakers during its lunch meetings. The quality of speakers surfaced as an important issue in the focus groups. The survey probed members’ general satisfaction with programs, and their interest in various topics.

**Programming.** On a scale of 1-5, with 1 being Poor and 5 being Excellent, the average rating was 3.185. Only one respondent said the programming over the past two years has been uniformly poor. 5% said the programming was mostly poor. 70% of respondents ranked the quality of Rotary speakers as a 3 (mostly good). 25% said the quality was excellent.

![Quality of Speakers](image)

**Programming topics.** Respondents had the opportunity to rate their interest in a variety of programming topics, with answer options ranging from Very Interesting (4) to Fairly Interesting, Somewhat Interesting, and Very Uninteresting (1). A rating average was given for each option, based on the number of people that indicated varying levels of interest. The topics that received the highest ranking were speakers from Large (Fortune 1000) business executives and their perspectives, speakers addressing the economy and political candidates. The least popular topics were around Rotary International, the environment, and arts and culture.

While the answers were fairly similar between sectors, members who reported that they thought the programs during the past two years had been Poor or Mostly Poor indicated that they wanted more large business speaker and more candidates/elected officials for state/local offices. They also were more interested than other segments in other business topics.
<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Overall</th>
<th>Members who don’t like current programs</th>
<th>Younger members (&lt;51)</th>
<th>Private Sector</th>
<th>New Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts &amp; Culture (including young artists)</td>
<td>3.04</td>
<td>2.59</td>
<td>3.00</td>
<td>3.05</td>
<td>2.98</td>
</tr>
<tr>
<td>Social Issues (including basic needs, health &amp; wellness, and education)</td>
<td>3.09</td>
<td>2.53</td>
<td>3.00</td>
<td>2.96</td>
<td>3.05</td>
</tr>
<tr>
<td>The Economy</td>
<td>3.46</td>
<td>3.35</td>
<td>3.25</td>
<td>3.44</td>
<td>3.14</td>
</tr>
<tr>
<td>The Environment</td>
<td>2.93</td>
<td>2.88</td>
<td>2.75</td>
<td>2.87</td>
<td>2.74</td>
</tr>
<tr>
<td>Candidates/elected officials for local office (Seattle/King County)</td>
<td>3.12</td>
<td>3.18</td>
<td>2.98</td>
<td>3.13</td>
<td>2.86</td>
</tr>
<tr>
<td>Candidates/elected officials for state/national offices</td>
<td>3.32</td>
<td>3.41</td>
<td>3.29</td>
<td>3.39</td>
<td>3.21</td>
</tr>
<tr>
<td>Large (Fortune 1000) business executives and their perspectives</td>
<td>3.51</td>
<td>3.59</td>
<td>3.73</td>
<td>3.5</td>
<td>3.49</td>
</tr>
<tr>
<td>Small and medium enterprise executives and their perspectives</td>
<td>3.27</td>
<td>3.18</td>
<td>3.39</td>
<td>3.24</td>
<td>3.49</td>
</tr>
<tr>
<td>Business topics, but not necessarily business executives</td>
<td>3.15</td>
<td>3.35</td>
<td>3.2</td>
<td>3.10</td>
<td>3.16</td>
</tr>
<tr>
<td>Speakers who can talk about Rotary International, its initiatives and service projects, and how to get involved</td>
<td>2.59</td>
<td>2.41</td>
<td>2.59</td>
<td>2.51</td>
<td>2.44</td>
</tr>
</tbody>
</table>
**Community Service**

The Seattle #4 Rotary Club is proud to be the Club that introduced the concept of being a service organization to Rotary International. Not surprisingly, the Club’s members are actively engaged in the community, both as volunteers and as donors. The Committee wanted to better understand how the Club was perceived relative to other organizations for which members volunteered, and what kinds of volunteer work would be of most interest to members.

**Impact of Rotary International.** Many members consider the international reach Rotary has to be a key reason they are member. However, there is a significant group of members for whom the international service connection has a minimal impact. When asked on a scale of 1-5 how the impact of Rotary International affects their commitment to Rotary (with 1 representing no impact, and 5 representing a key reason for membership), 36% ranked the impact at a 4. 18% ranked the impact at a 5, 23% ranked the impact as average and 23% ranked the impact at 2 or under.

**Other community involvement.** The survey also inquired as to Rotary’s place among the respondents’ other community engagements. 10% of the respondents said Rotary is the only organization with which they spend time. Another 21% stated that Rotary is their primary community involvement. Of the 73% of members who volunteer with other organizations in addition to Rotary, most consider Rotary to be one of several important volunteer commitments.

A relatively large portion of the Club (17%) does not consider Rotary to be among the community service organizations they serve. Instead, they view it as a business organization with a foundation that benefits the community. While these individuals were somewhat more likely to be Passively Involved or Lightly Engaged, this perspective is also shared by many Club leaders. (See chart on next page.) These individuals are no more likely than their peers to find business or professional development benefit to be critical to their continued involvement. However, they are slightly more likely to be considering leaving the Club.
Please let us know about your involvement in Rotary. Within the past two years, have you:

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Overall</th>
<th>View Rotary as a Business Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chaired or co-chaired a committee</td>
<td>24%</td>
<td>19%</td>
</tr>
<tr>
<td>Championed a service project</td>
<td>18%</td>
<td>9%</td>
</tr>
<tr>
<td>Participated in a service project outside of our weekly or committee meetings</td>
<td>48%</td>
<td>23%</td>
</tr>
<tr>
<td>Attended more than one fellowship event</td>
<td>48%</td>
<td>30%</td>
</tr>
<tr>
<td>Served on the board of Rotary or the Service Foundation</td>
<td>15%</td>
<td>9%</td>
</tr>
<tr>
<td>Attended a district or national conference or event</td>
<td>11%</td>
<td>4%</td>
</tr>
<tr>
<td>None of the above</td>
<td>25%</td>
<td>43%</td>
</tr>
</tbody>
</table>

**Service projects.** When it came to service projects, interest varied. 77% said they would volunteer for some form of hands-on volunteer project. However, slightly less than half have actually done so in the past two years. The remainder was interested only in board/committee work, or was not interested in volunteering at all.

56% of members indicated that they would be interested in serving on a Rotary committee or board, 37% would be interested in human services projects such as the Angeline’s outing or projects that allow them to use their professional skills, and 31% would be interested in international projects such as polio immunization. Other options were slightly less popular, with the exception of health projects, which only garnered interest from 12% of respondents.

There were relatively few differences between segments.

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Overall</th>
<th>Younger Members (&lt;51)</th>
<th>New Members</th>
<th>Recent hands-on volunteerism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human services projects (such as serving lunch at Angeline’s)</td>
<td>37%</td>
<td>43%</td>
<td>42%</td>
<td>54%</td>
</tr>
<tr>
<td>Arts (such as the KCTS pledge drive)</td>
<td>29%</td>
<td>34%</td>
<td>28%</td>
<td>34%</td>
</tr>
<tr>
<td>Youth (such as the Boys &amp; Girls Club Holiday Shopping)</td>
<td>23%</td>
<td>29%</td>
<td>33%</td>
<td>30%</td>
</tr>
<tr>
<td>Education</td>
<td>28%</td>
<td>30%</td>
<td>30%</td>
<td>34%</td>
</tr>
<tr>
<td>Health</td>
<td>12%</td>
<td>9%</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>Environment (such as a beach or park cleanup project)</td>
<td>25%</td>
<td>30%</td>
<td>26%</td>
<td>35%</td>
</tr>
<tr>
<td>International (such as a polio immunization trip)</td>
<td>31%</td>
<td>25%</td>
<td>26%</td>
<td>39%</td>
</tr>
<tr>
<td>Projects that allow me to use my skills and experience as a professional</td>
<td>37%</td>
<td>41%</td>
<td>37%</td>
<td>36%</td>
</tr>
<tr>
<td>Serving on a Rotary committee or board</td>
<td>56%</td>
<td>55%</td>
<td>40%</td>
<td>63%</td>
</tr>
</tbody>
</table>
5% of respondents had other suggestions, including those identified below. For a full list of suggestions, see Appendix B.

### Suggestions for Service

- “I’m interested in all of them - if I had the time. Daytime events are sometimes easier only because I don’t need to coordinate childcare but on the other hand I still need to run my business.”
- “Something I could do at a lunch meeting”
- “entrepreneurship/work readiness #1”
- “Habitat for Humanity”
- “Rotary First Harvest”
- “I’m not interested in hands-on projects”

### Charitable Contributions, the SRSF and The Rotary Foundation

More than 80% of members (81%) pay their own contributions to the SRSF. 85% are financially responsible for their RI Foundation contributions.

**Participation in Both SRSF and the RI Foundation.** Most respondents (85%) reported that they do make contributions to both foundations. Interestingly, these numbers are higher than the numbers The Rotary Foundation (TRF) fundraising chair is reporting for general member participation in Rotary International. This may indicate lingering confusion about the difference or errors in Club records.

**Overall charitable giving habits.** 96% of respondents indicated that they also make contributions to other nonprofit organizations in addition to SRSF and/or TRF. As for how Rotary fits into their other charitable giving decisions, 35% of respondents indicated that giving to Rotary is among their top priorities and receives a larger than average contribution, and an almost equal amount, 36%, said that their Rotary contribution is about average compared to the amounts they give to other organizations. Just 6% of respondents indicated that giving to Rotary was their top charitable priority. 10% give the required minimum contribution in order to remain a member in good standing.

Members who view Rotary as a business organization with a Foundation rather than as a community service organization are less likely to participation in TRF (only 80% do so), but their perspective on the organization does not mean they are significantly less likely to fund SRSF. While 22% of these individuals give the minimum required to remain a member in good standing, 31% consider Rotary to be one of their top charitable priorities, and 29% give a gift to Rotary that is about average relative to the contributions they make to other organizations.

Similarly, while individuals who consider Rotary a low giving priority tend to be less engaged in Club activities, some are actively involved in leadership roles. However, individuals who consider Rotary a low giving priority are significantly less likely to feel like a part of a tight community. Less than 3% see themselves as being part of a tight-knit community of individuals with common interests (compared to
19% of the population overall). Over 8% say they “don’t feel well connected to other Rotarians” (compared to 3% of the overall population), and 31% say they are just one step above that level of disconnection (versus 15% overall). There were no other remarkable differences between donors who considered Rotary a low giving priority and those who do not.

Not surprisingly, the small group of individuals who consider Rotary their top giving priority tend to be actively involved in and feel well connected within the Club.

Seattle Rotary Service Foundation (“SRSF”) Grant-Making.

At the request of Cathy Gibson, SRSF Board Chair, the survey asked a number of questions about member perspectives on SRSF grant-making.

In particular, the survey asked what percentage of the funds granted by SRSF should go to local projects versus international projects. On average, members believe 72% of SRSF funds should be granted for local projects, and 29% should be allocated to international projects. Due to rounding errors, these do not total 100%.

When respondents were asked what percentage of funding should be allocated towards larger community projects where Rotary’s name will be more prominent (through grants in the $50,000 to $350,000 range) versus smaller committee-driven grants where Rotarians can impact a broader number of local or international organizations (in the $2,000 to $5,000 range), Rotarians favored a nearly even split. About 50% of funds should be allocated to each type of grant.

Fundraising Options. In the face of declining membership and the tough economic environment, the Committee asked members about their preferences relative to additional fundraising activities on behalf of the SRSF.
The survey provided several options, including scaling back the SRSF’s grant pool and increasing the minimum contribution requested of members.

While most respondents (90%) were opposed to scaling back the work SRSF does, 49% said they would support, through participation, one or more fellowship events during the year where the fee to participate was nominally higher than the actual cost, with the difference directed to the SRSF. Another 40% said they would participate in a single, major fundraising event. And about a third (36%) said they would respond favorably to offers of recognition for contributions between $400 and $1000.

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increasing the Pinkham &amp; Skeel Circle of Service recognition levels for contributions at higher dollar levels than $1,000</td>
<td>19%</td>
</tr>
<tr>
<td>Offering recognition for contributions between the minimum expected member contribution amount of $400 and the Pinkham &amp; Skeel Circle of Service level of $1000</td>
<td>36%</td>
</tr>
<tr>
<td>A single, major fundraising event, such as an auction, a golf tournament or an annual dinner</td>
<td>40%</td>
</tr>
<tr>
<td>One or more fellowship events during the year where the fee to attend was a nominal amount higher than the cost, and the difference was contributed to the Foundation</td>
<td>49%</td>
</tr>
<tr>
<td>Increasing the current minimum required contribution to be greater than $400</td>
<td>15%</td>
</tr>
<tr>
<td>None of the above: I would rather scale back the work the Foundation does</td>
<td>10%</td>
</tr>
</tbody>
</table>

Several respondents offered other suggestions, including the following:

**Other Fundraising Recommendations**

**Alternate giving methods:**
- Promote gifts other than cash (securities/in-kind/property, etc); also promote annuities and planned giving (estate gifts); establish separate donor recognition for planned gift commitments
- Offer monthly contribution plans so the ask doesn’t seem so large & all at one time.
- Provide the opportunity for members to pledge $1,000 per year and make payments at weekly meetings or via a pledge reminder that is mailed monthly. Basic fund raising tenet: if you want to increase gift amounts, provide flexibility to the donor in how he/she makes the gift.

**Better communication about purpose and impact:**
- If the Club considers special events, there needs to be clarity about the purpose of the event, the target audience, and some ability to review if it will generate what is intended.
- I’m not interested in recognition. I am interested in hearing from grant recipients and knowing about what’s happening in our community with our funds …
- Recognize projects and their movers. Acknowledge members and their accomplishments

**Miscellaneous:**
- Partnering on grants with The Seattle Foundation.
- Keep working harder on our membership development.
- Bring another major event to the region that will provide a multi-layered stimulus and direct a specific amount of funds toward Rotary community service projects... probably through the district.
- Minimize [the fundraising] that happens at Rotary for other Rotary sponsored organizations such as Wellspring, Rotary Boys and Girls Club, etc. The fundraising that happens with the clubs committees can often take away what members can give to the Rotary Foundation.
**Communication about funding.** Respondents indicated various preferences as to the best way to receive updates relative to foundation activities. Email and the Totem were listed as “very effective” (receiving 53% and 50% of votes, respectively). Other popular methods that would be “somewhat effective” include flyers on the table (51%), table tents (50%), quarterly updates from the podium (45%) and “service minutes” during the weekly meeting (41%). The least effective methods were LinkedIn postings (31% said it was not very effective) and posting to the Rotary website (29% said it was not very effective).

![Communication About Funding Chart](chart.png)
**Recruiting Members**

One of the most important ways members give back to their Club – and help promote its long-term stability – is to recruit new members. The survey indicated that 71% have proposed or seconded a new member since they joined the Club. When the 29% who had not sponsored a member were asked why they had not, about 26% said they could not think of anyone they could ask. Another 6% said they had never thought about it, and another 6% said they weren’t sure about the process. However 63% of participants cited an “Other” reason.

The most commonly cited “Other” reasons were:

- I have asked people and am working on it, but no one has accepted my invitation to join yet (24)
- I’m new to the Club myself and am still getting to know the benefits (13)
- I’m not enthusiastic enough about Rotary to promote it (5)
- I need help with follow-through (4)

A few of the comments from the “Other” section appear on the next page. The complete list appears in Appendix B.
Improving recruitment process. A majority of respondents (53%) said that having an online membership application would improve the experience of recruiting new members. Other popular answer choices were: speeding up the turnaround process for new applications (38%), modifying attendance requirements so they are less daunting to new members (32%), improving communication about the process and applicant status (31%), and having access to more recruitment tools (22%).

Common Reasons for Not Having Proposed or Seconded New Members

Cost:
- The people I asked weren't interested, primarily due to the cost.
- I have invited several prospective members to lunch but cost and time commitments kept them from joining.

Lack of interest:
- The guests that I have brought to Rotary are interested in the club, however don't see a direct business benefit in return for their expenditure of time and money.
- Although I have brought guests several times to our Rotary lunches and asked about their interest, no one has been willing to commit to a standing weekly lunch meeting. In addition, as a member of Generation X, most of my friends and acquaintances are unsure of Rotary’s purpose and what value they could derive from the experience. Although we have Rotary Young Leaders, I still do not believe that Rotary has not done an adequate job marketing to and strategically targeting a younger demographic of business leaders and entrepreneurs.

Competing priorities:
- I haven't made it a high enough priority to think through prospective candidates and having the necessary conversations with prospects.

Other barriers:
- I recommended a couple of people but they seemed to get lost in the system (e.g., not followed-up with by the membership committee once I connected them). If I were there every luncheon and could shepherd the process more, myself, that would help, but it would also be nice to have someone from the membership committee to refer people to and know they will follow-up and keep the ball moving (e.g., send the application to the person, follow-up if they have questions, etc.).
The open-ended comments section provided additional suggestions. Some felt that the experience was a positive one and others had ideas for improvement (full transcript under Appendix B):

**On the plus side:**
- Love our new movie which I think is a great recruitment tool.
- Tools are now more available than when I previously nominated potential members.
- Many of the above concerns have now been addressed.
- I found the existing process ok.
- I think the process is easy and smooth; no need to change

**On the minus side:**
- The demographics of the Club have been the biggest issue. Most of my clients never wear suits and felt Rotary just wasn’t for them when they saw the formality of the members. I work with a lot of younger/tech people who mostly work in jeans.
- Less rigidity about the "elite" requirement for classification -- e.g. position in the firm or business. We could get people going up the corporate ladder and bring them along. This might also help us in diversity.
- Even though I had an idea where to find the application it still was difficult to locate!
- Less overt new member push from the podium. My prospect felt it was too much, and incongruent with the quality and sophistication of the club.

**New Member Feedback.** The survey asked members who had been in the Club less than one year to provide feedback about their experiences with the application process and first few months as a member. When asked how the experience could be improved, the most common new member suggestions included:
• Creating a buddy (or similar) system to welcome new members during their first few months and make introductions to other members \( \times 5 \)
• Improving communications during the application process \( \times 5 \)
• Speeding up the application process \( \times 3 \)

Retention

As increasing member retention is an important strategy for the Club, the Committee wanted to understand how satisfied members are, and what changes could be made to improve retention rates.

Commitment to remaining a member. The survey asked respondents how committed they were to staying involved with Rotary (also on a scale of 1-5, with 1 being that they are about to resign and 5 being that they plan to indefinitely remain a member). Despite the number of respondents who reported an average or lower connection to Rotary, 75%, indicated a 4 or higher with regards to their commitment, signaling a strong desire to remain members for the foreseeable future.

Members who said they were about to leave (ranking their odds of departure at either a 1 or a 2) did feel less connected to other members of the Club. They rated their general level of connectedness at 2.0 compared to an overall respondent rating of 3.53.

While half of those who are about to leave have been less involved (57.1% are Passively Engaged), some have been more involved, including 14% who have been in leadership roles.

![Continuing Rotary Involvement Chart]

However, while members who are about to leave do feel less connected to other members in the Club, and are less involved, the reverse is not necessarily true. Members who are less involved (either Passively Engaged or Lightly Involved) are only slightly more likely to leave Rotary. None reported that they are about to resign, 10% rated their odds of departure at level 2, 22.8% at level 3, 30% at level 4
and 37% said they intend to remain Rotarians for the foreseeable future.

On the other hand, there is a stronger correlation between how personally connected people feel to other Rotarians and how likely they are to leave. 38% of Rotarians who feel less connected to others either say they will be with Rotary indefinitely (10% at a ranking of 5) or are close to that (28% at a ranking of 4).

**Retention.** Respondents who said they were on the fence or seriously considering resignation (by answering with a 3 or lower to the previous question regarding their commitment to staying in Rotary) were also asked to indicate what would need to change in order to make them more inclined to stay. A sampling of those comments is below (full transcript under Appendix B):

---

**What needs to change for me to remain a Rotarian …**

**Cost**
- Right now it is the expense to maintain. The economy has been tough on our business. We have dropped a few memberships and charitable contributions. I have had to pick up my Rotary costs out of my own pocket since my employer will no longer help underwrite.

**Time/life constraints**
- Easing attendance requirements.
- It isn’t a matter of Rotary changing, it’s a matter of changes related to me and my schedule. There are many things competing for my time and I find my interests are changing.

**Increase focus on business**
- I need to see a direct benefit to my business.
- Making it more business oriented regarding contacts and support for one another’s businesses.
- I think Rotary needs to refocus some of its efforts to make business and a business focus less of a bad thing.

**Recruitment:**
- To some extent it has become a group of retired executives. Doing business with another Rotarian is hard to find at Seattle #4. Provocative business-oriented programs are primary interests...on topics that I can share with associates outside Rotary...that may help recruit them as members
- More diverse business folks, less non-profit orgs seeking funding, continued great speaker line up”
Final Thoughts from Respondents

At the end of the survey, respondents were given the opportunity to include any other comments about their Rotary experience and what could be changed to make it better. Responses ranged from programming ideas, suggestions for diversifying the membership base and even operational recommendations. Highlights appear below. A full transcript of these comments can be found under Appendix B.

Final Thoughts

Service/Contributions

• Rather than one-off service projects, can we do something that leverages our professional skills? Maybe assemble voluntary cross-disciplinary project teams that can identify a project (through a committee) for a nonprofit that they could do during the year. Even if it doesn’t directly tap their professional skills, it would be a good way for members to get to know one another professionally, and I think the impact would be more long-lasting. That way, people would be encouraged to pick a committee (like environment or arts) to learn about the needs, and get together in a team to find a solution. I think this would position Rotary as the cradle of high-impact projects driving lasting change, an invaluable resource to the community, a web of connected people with resources to make change, and a great place for emerging and existing leaders. This might also provide an opportunity to address some members’ concerns about the number of nonprofit speakers, as committees could become a more appealing venue for some of the nonprofit issues-based speakers.

• Let us donate additional funding to projects of personal choice through Rotary. I have asked several times to donate to important projects through Rotary and not able to do so. SRSF always want committee to chose projects and with little funding for each such as $2000- $5000. If we let members to choose projects, members will donate more to projects close to their heart.

Recruiting

• Be more open to the younger generation, or the club will lose more potential members!
• Maintain and increase corporate and community leaders as members. That is the key to keep the club and the experience exciting, interesting and rewarding.
• Attract more local CEOs as members.
• Rotary has become, for me, a club that has lost its luster, and the work I do (more international than local) does not seem to be reflected in the Club’s priorities. Personally, I think some of the focus needs to shift toward BUSINESS -- a gathering of business people who meet to learn from and benefit from one another. With all due respect to nonprofits, I feel that the Club has become too focused on not-for-profit organizations at the expense of business. I’m not sure what to do about this, but I can honestly say that I am feeling increasingly alienated from the Club.
• Reduce the number of members, raise the "standard" to admit members who are already business leaders and make it slightly, as a result, more exclusive. constantly talking about being the biggest and how we need more bodies is detrimental.
Final Thoughts, continued

Programs
- More business speakers.
- Make sure that our programs maintain both sides of business and community issues.
- I appreciate hearing about nonprofits from time to time, but some speakers sounds as though they are making an appeal, which is a turn-off. I have enjoyed the business topics and I fully support the idea of making Rotary as important a platform for facilitating business connections as it is for service.
- Utilize the talent in the club as speakers so that once a quarter a member was the featured program.
- Start at 12:15 and wrap by 1:00.

Networking/Business Benefit
- A bit more time within each meeting to get to know better the people at our table.
- More opportunity to meet and get to know other women. I find Rotary a little sexist. Lots of grey haired men who are not particularly interested in networking with women.
- Better business connection opportunities
- More fellowship & community service events.
- If I could generate enough business to equate to what I pay in dues it would be an easy win. I spend A LOT of time on Rotary related projects and I need to continually explain involvement.
- Provide more racially and culturally diverse membership.
- More ways to introduce new Rotarians to the group.

Club Operations/Management:
- Too much wasted food at lunch! Get rid of desserts.
- Quit operating behind closed doors where decisions are made by the past presidents and Val. Be more inclusive in sharing info w/ members E.g. All these questions about paying more & contributing more without knowing where our money goes for admin and operations.
- I like Val, but sometimes find her "no" attitude to be less than constructive. Kudos to YRL for bringing in more young members - could we get the block of "old white guys" to spread themselves out a bit and talk to younger members? Even after many years in the Club, they can still feel insular and unapproachable.
- Allow a makeup by viewing a missed Club meeting through the web site, either at the time of the meeting or as a replay later. This type of "e" makeup would be more useful for me by having the option to makup using our own programs instead of a remote e-Club.
- Do not meet at the Red Lion
- I would be able to participate in committees more easily if the meetings were held adjacent to the regular meetings (and took no more than 45 minutes) - so same date, same location, and "similar" in time frame.
- Work with the office staff to improve their support to members
- How candidates for officer and trustee roles in the organization are selected is not transparent. Any such candidate should meet widely understood criteria, including being current on all fees and contributions (among them, TRF), evidence of active committee participation, strong expression of interest, etc.
- keep up the incentives/fun for achieving results (ex. drawings for wine for those who have completed contribution to RI Foundation; drawings for those who have sponsored/co-sponsored a new member within the past year, etc)
Appendix A: Survey Document

1. Please let us know about your involvement in Rotary. Within the past two years, have you:

   a. Chaired or cochaired a committee
   b. Championed a service project
   c. Participated in a service project outside of our weekly or committee meetings
   d. Attended more than one fellowship event
   e. Served on the board of Rotary or the Service Foundation
   f. Attended a district or national conference or event
   g. None of the above

2. Who pays for the following components of your Rotary participation?

   (Answer options: My company pays for all or a portion of it, I pay for all of it)

   Dues
   Meals
   Your contribution to Seattle
   Rotary Service Foundation
   Your contribution to The Rotary Foundation (Rotary International)

3. Rotary is committed to retaining members from diverse professional backgrounds.
Please indicate your work status or field of work below:

   a. Job seeker or in professional transition
   b. Professional services
   c. Financial services
   d. Real Estate/Construction
   e. Manufacturing
   f. Technology
   g. Retail
   h. Public Sector
   i. Education
   j. Nonprofit organization
   k. Retiree or not actively seeking employment
   l. Other

   [If answered k, skip to #7]

4. How important is it to you that your business or organization benefits from your involvement in Rotary?

   a. Very important: Without some business benefit, I couldn’t justify my investment of time and dollars and would need to leave Rotary.
   b. Somewhat important: It’s important for my business or organization to benefit from my
membership in Rotary, and if it didn’t, other elements would need to be particularly compelling to keep me here.

c. Somewhat unimportant: It would be nice for my business or organization to benefit, but whether it does or doesn’t wouldn’t make any difference with respect to my membership

d. Unimportant: I’m a member for personal reasons, not business reasons

5. How important is it to you that you grow professionally, through mentoring, professional advice, or new employment opportunities for example, as a result of your involvement in Rotary?

a. Very important: without some professional benefit, I couldn’t justify my investment of time and dollars
b. Somewhat important: I would like to grow professionally as a result of my membership, but if I didn’t, I would probably still be a member
c. Somewhat unimportant: I’m a member primarily for personal reasons, and if I don’t grow professionally, it wouldn’t make any difference
d. Unimportant: I’m a member for personal reasons, not because I’m looking for professional growth

6. Rotary had its roots in business. Before Seattle #4 proposed adding the community service element, one of the organization’s primary objectives was to pull business leaders together to help one another. Which of the following opportunities would be most helpful to you, professionally, or to your business? (select all that apply)

a. Adding a business directory to the website that is open to the public
b. Promoting the idea that it is okay to talk about business (as the Rochester, NY club has done with its slogan “It’s great to do business with a Rotarian.”)
c. Hosting a “speed-networking” event instead of a speaker during one lunch each quarter
d. Inviting more speakers on business topics, such as leadership or management
e. Hosting business tours as fellowship events
f. Provide a secure electronic posting board for employment opportunities
g. Provide an “Ask the Expert” forum where members can ask other members for professional advice or referrals
h. Measure and promote the amount of business that happens as a result of Rotary, instead of just the amount of service
i. Hosting table topics around specific business issues or topics
j. Ask two members to provide three minute introductions to themselves and their businesses at the podium at each meeting
k. Have theme tables where a Rotarian will give a brief update on a specific business, management, or other topic to interested members prior to the beginning of the meeting (such as best practices for nonprofit boards, managing Millennials, or leading geographically diverse teams)
l. None of the above
m. Other (please specify)

7. On a scale of 1 to 5, how connected do you feel as a member of the Club?

1 (I don’t feel well connected with other Rotarians)
2
3
4
5 (I feel like I am a member of a tight group of people with common interests)

8. On a scale of 1 to 5, how committed are you to continuing your Rotary involvement?

1 (I am about to send in my resignation letter)
2
3
4
5 (I intend to continue being a Rotarian indefinitely)

[If answered a, b or c, skip to #9]

9. What would need to change in order for you to remain a member? (open-ended)

10. How long have you been a Rotarian?

a. <1 year
b. 1 – 2 years
c. 3 – 5 years
d. 6 – 10 years
e. 11 – 20 years
f. 21+ years

[If answered a, skip to #11]

11. Is there anything we could have done to improve your experience during the application process and during your first few months of membership? (open-ended)

12. Have you ever proposed or seconded an application for someone you invited to join Rotary?
YES/NO

[If NO, skip to #13. If YES, skip to #14]

13. Why have you not proposed or seconded a new member? (select all that apply)

a. Never thought about it
b. Couldn’t think of anyone to ask
c. Not sure about the application process
d. I’m not comfortable asking people to join
e. Don’t understand the membership requirements
f. Other (please specify)

14. Which, if any, of the following would have improved the experience? (select all that apply)

a. Making the application easier to find on the website
b. Modifying attendance requirements to make them less daunting to applicants
c. Having access to more tools (brochures, etc.) to help a prospect understand Rotary
d. Providing a online application process
e. Providing an incentive to bring in new members, such as a discount on dues or an entry into a drawing
f. Speeding up the turnaround process of applications
g. Improving communications about the process, and the applicant’s status, once the application was submitted
h. Making the application process easier to understand
i. None of the above
j. Other (please specify)

15. During the last two years as a member of our Club have you met someone who has:

a. Introduced you to a vendor for your business or organization
b. Sold services to you, personally
c. Introduced you to a client or prospective client
d. Connected you with a new job
e. Provided advice to you that has helped you professionally
f. Provided advice to you that has helped you personally
g. Become a client
h. Sold services to your business or organization
i. Become a personal friend
j. None of the above

16. In order to make it easier for members to meet other members, the strategic planning committee is considering a variety of approaches. How effective would each of these be in helping you get to know the members you would like to meet in our Club?

a. Have a table host at each table whose job is to make sure all attendees are introduced to one another, and to help facilitate introductions
b. to other Rotarians
c. In lieu of some short programs, introduce table topics that allow members to get to know one another
d. Expand the overall number of fellowship events
e. Have theme tables for Rotarians with similar personal interests or hobbies
f. Expand the number of family friendly fellowship events and hands on community service opportunities
g. Provide an electronic posing board for volunteer positions, such as board or community service opportunities
h. Have the President ring the bell at 12:15 and ask each person at the table to introduce him/herself and their profession
i. Occasionally, start the program at 12:15 with a table topic that allows members to get to know one another
j. Have mentors assigned to new members for the first year or two
k. Expand the overall number of hands on community service opportunities
l. None of the above
m. Other (please specify)

17. What kinds of fellowship events are you most likely to attend? (select all that apply)

a. Social events at someone’s house
b. A social meal at a restaurant or other venue outside of a home  
c. Events with a business speaker/presenter  
d. Events where I will learn something  
e. Theatre or performing arts events  
f. Events that children can attend  
g. The Rotary Holiday Party (during a Wednesday Meeting)  
h. The President’s dinner (at the end of the Rotary year)  
i. A Wednesday meeting where I’m encouraged to bring my spouse  
j. A Wednesday meeting where I’m encouraged to bring my child  
k. None of the above  
l. Other (please specify)  

18. On a scale of 1 to 5, how much does the impact of Rotary International and its service around the globe affect your commitment to being a member of our local Seattle Rotary?  

1 (Has no impact on my commitment to Rotary)  
2  
3  
4  
5 (is a key reason I am a member of Rotary)  

19. Many Rotarians serve on other boards or actively volunteer for other nonprofits. As you consider your community service engagements, how does Rotary fit in?  

a. I don’t consider Rotary to be among the community service organizations I serve. Instead, I consider it to be a business organization with a foundation that benefits the community.  
b. I volunteer with other organization(s), and I divide my time roughly equally between them  
c. Rotary is the only community service organization with which I spend time  
d. I volunteer with other organization(s), and at least one of them is more important to me than Rotary  
e. I volunteer with other organization(s), but Rotary is my primary community service commitment  

20. What kinds of hands on service projects are you most interested in participating in through Rotary? (select all that apply)  

a. Interest in service projects  
b. Human services projects (such as serving lunch at Angeline’s)  
c. Arts (such as the KCTS pledge drive)  
d. Youth (such as the Boys & Girls Club Holiday Shopping)  
e. Education  
f. Health  
g. Environment (such as a beach or park cleanup project)  
h. International (such as a polio immunization trip)  
i. Projects that allow me to use my skills and experience as a professional  
j. Serving on a Rotary committee or board  
k. Other (please specify)
21. On a scale of 1 to 4, how would you rate Seattle Rotary’s speakers during the last 2 years?

1 (Poor)
2 (Mostly Poor)
3 (Mostly Good)
4 (Excellent)

22. As you consider speakers and topics you would like to hear in Rotary, how interesting are each of the following to you?

(Rating options: Very uninteresting, Fairly uninteresting, Somewhat interesting, Very interesting)

   a. Arts & Culture (including young artists)
   b. Social Issues (including basic needs, health & wellness, and education)
   c. The Economy
   d. The Environment
   e. Candidates/elected officials for local office (Seattle/King County)
   f. Candidates/elected officials for state/national offices
   g. Large (Fortune 1000) business executives and their perspectives
   h. Small and medium enterprise executives and their perspectives
   i. Business topics, but not necessarily business executives
   j. Speakers who can talk about Rotary International, its initiatives and service
   k. projects, and how to get involved

The Seattle Rotary Service Foundation is a separate not-for-profit foundation which allocates the dollars we donate each year to the Club’s service committees and to external grant recipients.

23. What percentage of the Seattle Rotary Service Foundation’s grants should be allocated to:

   (The two fields must total 100.)

   Local projects ______
   International projects ______

24. What percentage of the Seattle Rotary Service Foundation’s grants should be allocated to:

   (The two fields must total 100.)

   Large community projects, where Rotary’s name and impact will be more prominent ($50,000 to $350,000 in size) ______

   Smaller committee grants, where Rotarians can impact a broader number of local and international organizations in need (typically $2,000 to $5,000) ______

25. In the face of the economic downturn and growing needs in our community, the Seattle Rotary Service Foundation is looking for ways to increase our fundraising. Which of the following would you support by donating more than what you have historically, or by supporting contributions through attendance?
26. During 2011, did you contribute to both the Seattle Rotary Service Foundation and the Rotary Foundation (of Rotary International)? YES/NO

27. Do you contribute to other nonprofits each year, in addition to the Seattle Rotary Service Foundation and/or the Rotary Foundation (of Rotary International)? YES/NO

28. Many Rotarians donate money to other nonprofit organizations. As you consider your charitable giving, how does Rotary fit in?

   a. I financially support other organization(s), but my gift to Rotary is my largest contribution
   b. I financially support other organization(s), and Rotary receives a relatively small contribution relative to others
   c. Rotary is the only community service organization I support financially
   d. I give the minimum contribution required to Rotary each year in order to maintain my good member standing. I don’t consider Rotary to be among the not-for-profits I would otherwise fund.
   e. I financially support other organization(s), and Rotary receives about the average contribution I make to those organizations

29. We want to make sure you stay informed of all the great things we do at Rotary. How effective are each of the following at keeping you posted on the impact of your giving through Rotary:

   (Answer options: I don’t use this, Not very effective, Somewhat effective, Very effective: this is the best way to reach me)

   Text messages
   Information in the Totem
   Information on our website, www.seattlerotary.org
   Email messages (other than the Totem)
   Table tents on the table describing the projects we fund and the outcomes they generated
   Facebook postings
   LinkedIn postings
   Flyers on the table
   “Service Minutes” during our meetings, where someone talks about the service work we have done for one minute at each meeting
   Quarterly updates from the President of the Service Foundation at the podium
   Other (please specify below)
30. Reflecting on your Rotary experience as a whole, what would you change to make it better? (open-ended)

31. Are you:
   a. Male
   b. Female

32. What is your age range?
   a. 35 or under
   b. 36 – 50
   c. 51 – 65
   d. 66 and up

33. How many children in each of the following categories live in your home with you?

   (answer options: None, 1, 2, 3+)
   Children under age 5
   Children 6 – 13
   Children 14 – 18

****

Thank you for your participation in this important research project. As a token of our appreciation for your time, we are pleased to offer you a chance to win one of seven prizes that have been generously donated by your fellow Rotarians in Seattle #4.

The prizes are:

1. Gaugin package at the Mayflower Hotel: Includes a complimentary suite, 2 VIP tickets to the Gaugin exhibit at Seattle Art Museum and a parking pass (courtesy of president-elect Paul Ishii and the Mayflower Park Hotel)
2. Luggage set consisting of large rolling duffel and matching piece valued at over $200 (courtesy of Jena Miller and Blink Product Design)
3. One of 5 arrangements of one-dozen roses (courtesy of Tom Betts and Topper's European Floral Design)

Winners will be randomly selected from among those individuals who have completed this survey, and who have indicated an interest in participating in the prize drawing on April 4, 2012. Winners will be contacted the following week with details for obtaining their prizes.

Please be assured that your answers to survey questions will remain confidential, and will be combined with those of other respondents for reporting purposes. Your name and contact information, if provided for purposes of the drawing, will be separated from survey response data.

34. Would you like to participate in the drawing? YES/NO
35. Please complete the information requested below. This information will be used exclusively for the purpose of the drawing associated with this survey.

   Name:
   Email:
   Phone number:

Thank you again for your valuable feedback.
Appendix B: Verbatim Responses from Open-Ended Responses and “Other” Options

Q6. Rotary had its roots in business. Before Seattle #4 proposed adding the community service element, one of the organization's primary objectives was to pull business leaders together to help one another. Which of the following opportunities would be most helpful to you, professionally, or to your business?

*Great ideas above, but they need some tweaking*

- A good ideas.
- This list contains many good ideas and I would like to see many of them implemented.
- Two member each week would be too much but maybe 1 a week would be good. Maybe call it membership moment or something like that.
- Do learning at Lunches at Fellow Rotarian's businesses (hosted by the Rotarian) may be a great hit. Limit it to 20 people so it's more intimate or something like that.
- Using senior Rotarians (maybe retired), have a "connections" committee who helps facilitates introductions between members - particularly new members - to accomplish professional or business objectives.
- More time to host table topics around specific business issues or other areas of interest.
- Ask one member to provide three-minute intro, two is too many.
- "The business directory should NOT be open to the public. The employment board might be okay, though we have exec search members. The "ask teh expert" is already available to any member who wishes to ask that of another member, just requires initiative, which would be a trait we expect of members. Please continue the prohibition of business promotion, we have too many "directors of development" for non-profit in the firm for that to be allowed. But looking for a Rotary member's business to meet a need is great, it is great to do business with a Rotarian. Rotary meetings and events provided opportunity to get out of the "what can you do for me" mode into the "what can we do for our community" mode."

*Stronger focus on business connections*

- Getting our corporate membership program on track to bring in or back key people from Boeing, Amazon, Microsoft, Starbucks and the other big employers. Have some leaders for balance.
- Had too many non-profits at the podium...more CEO perspectives - and politicians.
- Expand the posting board to include RFP's for projects to encourage members to post and respond to opportunities.

*Other ideas not listed above*

- Information about businesses that have become involved in outreach programs like FareStart and how this involvement has helped the business.
- Free (first come, first served) or inexpensive ad in the Totem each week. 52 businesses per year could get exposure if we did only one/week.
- Allow our club members to be speakers when they have appropriate expertise.

*Miscellaneous*

- As a non profit leader, I do think of my organization as a business. Just sayin’. And we also have several lines of business in our organization that are core competencies and designed to generate excess revenue that is utilized to support our mission driven services.
i am sorry choices were not available to disagree with the above options. in some cases, i would hope that we would not do them at all, which is a little different than saying they would not be "most helpful to me, professionally, or to my business".

a few caveats: some of the speakers on business topics are self-promoting where others are not. for example, i am not a particular sports fan but i thought the sounders coach gave a great talk about leadership. also, i like #3 above, but i would find it challenging to be at rotary for an extra half hour. when my committee meets, i hardly ever go to rotary because i would be gone from 10:15 to 2 p.m. and that is not practical for my professional commitments.

i want programs that enlighten me, inspire me and support me. i have a strong business network and look to rotary to make a difference in the world.

Q9. What would need to change in order for you to remain a member?

Cost
- Right now it is the expense to maintain. the economy has been tough on our business. we have dropped a few memberships and charitable contributions. i have had to pick up my rotary costs out of my own pocket since my employer will no longer help underwrite.
- Bigger income stream
- I plan to remain a member as long as i can justify the cost. the cost of the lunch is major question for me as i don't usually eat lunch and i would be just as happy with a protein bar or a piece of fruit.
- Meals are an issue for me

Time constraints/life changes
- Time constraints in my own world.
- My continued membership is principally a function of my time. i don't feel like i am able to give enough to justify expecting very much in return.
- I would need to be able to make more of the events, which is just challenging with my work/travel schedule with a midday, midweek luncheon meeting schedule and social events that are often promoted with less lead time than i usually need (my work schedule usually books out 2 months or more). not rotary's problem, just where i am in my career and life at this time, which is mostly a "good problem" to be staying so busy.
- Frankly, my responsibilities at work and studying for my MBA in the evenings make it challenging for me, as a young, newer member, to be more involved. i do recognize that the networking opportunities, educational/informative and varied speakers, are more valuable than i probably recognize. it is my goal to be more involved in all aspects of rotary in the future.
- It isn't a matter of rotary changing, it's a matter of changes related to me and my schedule. there are many things competing for my time and i find my interests are changing.
- It's challenging to come downtown when you get busy enjoying retired life. if you miss too many meetings, you start to feel disconnected.
- It is not rotary, just a time in my life where things change.
- I live in Snohomish County and post retirement I will need to consider changing to a club closer to home.
- More hours in the day.
- I'm not sure that it is the rotary itself, more the fit between me and the organization.
- flexibility on attendance
- Easing attendance requirements.
- I would need to get younger, live or work in Seattle. i continue to come across the toll bridge on Wednesday, primarily because of my respect for the service programs and work of the
Foundation.

- I am retiring and will no longer be working in downtown
- have more time to devote to Roary

**More opportunities for connections**

- I need to see a direct benefit to my business.
- I fell like I just show up and don't really know anyone. I suppose I should make more of an effort to get involved in a committee, but the time commitment is pretty steep. So, I guess I would like an opportunity to join a time limited type of group or project. Like a work group.
- More service opportunities
- More connections with members. Interesting and stimulating events. Being a part of something great/contributing.
- I need to meet and get more involved with people and groups. I am new
- Need more connection with other members
- Making it more business oriented regarding contacts and support for one another's businesses.
- I am less than a year into it, so I am feeling my way.
- Include/allow more networking opportunities, both at the luncheons and elsewhere.
- I would really like to say I've gained a few good friends through Rotary, but it hasn't happened yet. Acquaintances, yes, but not friends.
- Development of additional business opportunities through membership/networking opportunities
- More business promotion and referrals from Rotarians
- More opportunities for engagement during meetings and networking events during the business day versus all after hours.
- Fewer personal plans away from Seattle and increased involvement
- The business topics earlier in this survey are an excellent idea

**More diversity**

- more diverse business folks, less non-profit orgs seeking funding, continued great speaker line up
- The staff is too stuffy towards young members and NOT friendly to important non-profits in the clubs area (within 3 blocks). I plan on moving to other club!
- good programs a little less control by the old boys, more active interest in younger people for leadership
- More diversity of members. There are hardly any members from the immigrant communities.
- To some extent it has become a group of retired executives. Doing business with another Rotarian is hard to find at Seattle #4. Provocative business-oriented programs are primary interests...on topics that I can share with associates outside Rotary...that may help recruit them as members

**Programming improvements**

- Focus on education and speakers. I come to Rotary for the fellowship and exposure to new thinking and ideas. Rotary tries to hard to be the be all organization. Do less, but do it really, really well.
- Greater promotion of civic organizations and environmental issues.
- Better Programs
- The programs, for me, have been predictable and often boring (people reading from scripts). I have also been traveling so much that I don't feel a part of things. I think Rotary needs to refocus some of its efforts to make business and a business focus less of a bad thing.
• Offer more fun in the programs. some are pretty serious.
• Programs that are more balanced between business and service. Finding a strategy to get a better balance between members who are senior for-profit business people involved and members who come from the not-for-profit sector. The membership of the club seems to have changed quite a bit over the past decade.
• More focus on Business related speakers and not so much emphasis to community service - it seems like just about everyone I meet during lunch is doing non profit
• shorter meetings, more 'exclusive' speakers that I could bring business guests to.
• better speakers

Miscellaneous
• I really like it as it is now
• Haven’t thought quitting yet
• This is hard for me to say exactly. I am a member of at least eight professional associations where my or my firm’s visibility is important. I am personally active in one and try to occasionally attend events for the others. In addition, I am very active in my church and it includes unlimited service opportunities. Rotary duplicates my other association connections rather than offering multiple unique experiences. My firm’s work is Northwest regional rather than focused on only Seattle or Puget Sound. So, what keeps me in Rotary is the interesting programs and the opportunity to make some Seattle connections that would other wise be harder to schedule in.
• More info of retirement requirments and obligations to remain a member.
• A “senior rate” for people who are retired and have been members for 20 years or more.
• I’m almost 74 and working in Mountlake Terrace. Not likely to get re-involved until I can stop working.
• New Executive Director
• Not sure
• I am a new member...just takes time
• I need to take the initiative to reach out and/or to get more involved in Rotary related activities. My responsibility

Q11. Is there anything we could have done to improve your experience during the application process and during the first few months of your membership?

Mentors
• It would be great to have a mentor assigned to each new member that sits with them the first couple meetings. It would give the new member an opportunity to meet one more person in the club at the onset.
• some groups use a "buddy" system. I think this could be good for Rotary
• One idea is to have a Rotarian "buddy" at every luncheon for the first 2-3 months. It can be daunting to walk into the ballroom and try to find people you know, who may not be there that day (particularly if you’re more of an introvert, anyway). Typically, I would just sit at a table and introduce myself to whomever happened to join me as a way of meeting more people. Having someone who knows who you are, is expecting and looking for you and can introduce you to other, longer-term members could be helpful, as the Keeks already introduces you to other newer members.
• Perhaps hosting me for the first couple of meetings and introducing me to others. Entering a room of 400 each week is daunting at first.
• The Keeks events are a good idea. There has only been one since I joined and there were none
for several months--no one's fault, just the holidays and weather.

**Communication**

- Using the Events calendar on the website would help to understand when various meetings occur. Most committees have times listed in their overviews, however some do not. Listing events on the calendar would help to keep people up to date on schedule changes and validate if it is really say the 2nd Tues of the month.

- I would have appreciated some more communication about the status of my applications. I didn't get a confirmation that it was received or that my references were being called (would have been nice to give them a timely heads-up considering there was a gap between when I asked for their permission to be listed and when the calls took place).

- Better communication as the process evolved.

- Yes!! The waiting time between submitting the application and acceptance was several months during which time there were no updates. When I finally received the acceptance letter, it was addressed to the wrong person. In addition, along with the acceptance letter, one receives a bill that assumes your start date is immediate. I was going to be out of town for the next month and thought that being expected to pay for a month's worth of meals that I could not possibly attend was a rather rude introduction to the club. I tried to discuss this with the staff but got nowhere fast.

- More check ins to see how I'm doing as a new member. More frequent new member events or ways to engage aside from Keeks. Maybe there's a match up with a senior member so you have a "go to" source if lost first few months

- There was a considerable period of time that elapsed between submission of membership application by my sponsors and any communication back to me from Rotary (I think it was about 2 mos). That's too long. There should be more regular feedback as the process progresses

- I don't think so, perhaps just more clear on when I was officially a Rotarian (ie. was it when I paid my dues? Was it when I was introduced?)

**Everything was fine**

- No, I felt very welcomed.
- It was fine
- I just joined a month ago, it's a journey
- No. All great.
- So far, it has been really good both socially and intellectually. I am beginning to understand more and more about Seattle and Washington.
- things have gone pretty smoothly. I believe that you get out of something what you put into it. I have been able to commit modestly and have thus gotten modest amounts back.
- It was easy and I enjoy Rotary. As a retired person, we are away quite a bit, and I had major commitments to 2 other organizations this year. Next year will be better.

**Q13. Why have you not proposed or seconded a new member?**

**Trying, but prospect wasn't interested or I haven't found someone**

- Have only met a couple of people who I would consider asking. They were too over committed already. New junior membership standards will make that easier to do.
- I've asked people but no takers yet
- Those whom I've thought of to join weren't that interested.
- I'm trying. No luck yet
• I am working on it.
• Have asked several people. They have not been interested or do not feel it would benefit them for the time allocated.
• People I've introduced to Rotary have not come through with a commitment to make application for membership.
• I have asked someone but the individual is not ready.
• Most of the people I asked thought our group was too conservative.
• Have worked to educate and secure interest from a number of friends and associates in Rotary - primarily Seattle Rotary, but if not another club. Have not been able to get them to the stage of commitment that would justify proposing them for membership.
• Simply haven’t had someone who seemed interested in joining.
• Working on a couple of people but they have not agreed to join as yet.
• The people I asked weren’t interested, primarily due to the cost.
• The few people I thought would qualify for membership weren’t interested.
• The guests that I have brought to Rotary are interested in the club, however don’t see a direct business benefit in return for their expenditure of time and money.
• The people I’ve asked to become interested have not had enough conviction on their own to follow-through to applying for membership, and I take a very soft-sell approach. I’d prefer that anyone I bring to Rotary is passionate and committed to joining, without a "sales pitch" from me.
• I have been a member less than one year. I’ve brought three potential new members to the club but none have yet expressed an interest in joining. I am still working on them.
• Tried unsuccessfully.
• Although I have brought guests several times to our Rotary lunches and asked about their interest, no one has been willing to commit to a standing weekly lunch meeting. In addition, as a members of Generation X, most of my friends and acquaintances are unsure of Rotary’s purpose and what value they could derive from the experience. Although we have Rotary Young Leaders, I still do not believe that Rotary has not done an adequate job marketing to and strategically targeting a younger demographic of business leaders and entrepreneurs.

Cost/Time constraint
• I have assisted others with doing so - especially young rotary leaders.
• Haven’t yet, but hopefully will soon.
• I start often but my busy schedule or theirs keeps my contact from being completed to them joining.
• Didn’t have time to follow through on my own.
• I have invited several prospective members to lunch but cost and time commitments kept them from joining.
• expensive club to belong to
• Those who I have spoken to about joining Rotary cannot either afford the dues, meals and charitable component, or work doesn’t support the time commitment, or, in some cases, both.

Problems with application
• I recommended a couple of people but they seemed to get lost in the system (e.g., not followed-up with by the membership committee once I connected them). If I were there every luncheon and could shepherd the process more, myself, that would help, but it would also be nice to have someone from the membership committee to refer people to and know they will follow-up and keep the ball moving (e.g., send the application to the person, follow-up if they have questions,
I'm too new

- I'm totally new at Rotary
- New to Seattle, just getting to know people myself.
- Still too new myself, though I have begun reaching out to possible new members.
- I have talked to two people about it—just have not gone further
- Recent new member. I will propose someone in the future.
- I'm so new that I'm focused on trying to get comfortable on my own first before inviting others.
- I am relatively new to Seattle rotary.
- Just joined
- I am still new around downtown Seattle.
- I am still too new to Rotary and to Washington.
- I have not been a member long enough to speak first-hand and knowledgeably about the benefits.
- Im new
- too soon

Waiting for the right opportunity

- I have talked with a few friends and colleagues about joining. In fact, I just forwarded the link to our fabulous new video. It's also nice to have the new membership packet. I appreciate the periodic reminders at lunch so I remember to think about it!
- I have 2 in the pipeline that have expressed an interest in joining. Both have attended the luncheon's and I am following up.
- About to begin the process; could not find the right qualified person until now
- I am willing and think about it often. Just have not had the opportunity.
- I encourage membership but have never gotten as far as proposing
- I will ask someone to join when I can be more enthusiastic; now it feels okay but I am not ready.
- My husband, a member of Rotary for years, has proposed several people. I would like to do so in the future.
- I haven't made it a high enough priority to think through prospective candidates and having the necessary conversations with prospects

Miscellaneous

- I've supported many applications as being one of the 5 recommendations
- Most friends are older and many in Mercer Island Rotary
- Have invited 2-3 potential members. The most interested wants to sell his business before joining Seattle 4. He is nearing retirement and is actively marketing his company now.
- My network of actors and directors can’t afford it and I need my donors to concentrate on my organization.

Q14. Which, if any, of the following would have improved the [membership recruitment] experience?

Streamlining the process

- Even though I had an idea where to find the application it still was difficult to locate!
- I was unclear about how well someone needed to know a candidate in order to be listed as an endorser.
• Criteria for membership could be clearer...
• Having someone to follow up between the time I brought them to lunch and the time they submitted their application.
• Having one person to refer potential members to whose job it is to walk them through the process.
• Suggesting that a member discuss the suitability of a candidate prior to submission to the Classification Committee to determine whether the candidate should be proposed.

**Shorter meetings**
• Shortening meetings to 75 minutes
• shortening meeting to 1 hour would make it easier to bring in candidates.

**Cost**
• Reducing the cost of being a Rotarian
• This is a very expensive club to join. It would be helpful to have lower initial costs.

**Relaxing the criteria/atmosphere**
• Less rigidness about the "elite" requirement for classification -- e.g. position in the firm or business. We could get people going up the corporate ladder and bring them along. This might also help us in diversity.
• There are NUMEROUS members that are NOT decision makers in our club yet we turned down a VERY good prospect because they were not at the decision maker level. Let's be consistent.
• The demographics of the Club have been the biggest issue. Most of my clients never wear suits and felt Rotary just wasn't for them when they saw the formality of the members. I work with a lot of younger/tech people who mostly work in jeans.
• Less overt new member push from the podium. My prospect felt it was too much, and incongruent with the quality and sophistication of the club.

**Resolving administrative issues**
• "I thought it was in "Service above self" but when I tried to bring the Pike Place Food bank ED on board, we were rudely informed that the only discount the Executive Director could try for was a "tomorrow's leaders membership." Then she asked him how old he was....this was very embarrassing!"
• Not being asked to tell the person I had nominated that he had been vetoed by a competitor on the reviewing committee

**Miscellaneous**
• Just not a priority
• Recruiting new members is demonstrating an awareness that Rotary is good for people. We all need to invite people to lunch with us at Rotary. Then ask.
• Live the 4 way test and support the Local & International community live thru Rotary.

**Everything is fine**
• I don't see any needed changes from above list.
• Many of the above concerns have now been addressed.
• I think the new member recruitment/vetting process has been dramatically simplified and improved in recent years.
• I think the process is easy and smooth; no need to change
• My experience has been very enjoyable and purposeful.
• I found the existing process ok.
• Love our new movie which I think is a great recruitment tool.
• I think the most important component to introducing and getting a new Rotarian prospect through our process is by the Rotarian member itself. I like that Rotary pays the prospect's first lunch. That way the Fellow Rotarian doesn't have to bear the costs of the introduction is a nice gesture.
• Tools are now more available than when I previously nominated potential members.

Q16. In order to make it easier for members to meet other members, the strategic planning committee is considering a variety of approaches. How effective would each of these be in helping you get to know the members you would like to meet in our Club?

Facilitating better communication
• Herb Bridge has always acted as table host wherever he is sitting -- his practice is a model!
• Like Herb Bridge often makes sure that everyone at the table is introduced, etc.
• More emphasis on the Fellowships listed and available to Rotarians through Rotary International. Fellowships are the glue that binds common interests, besides general service obligations.
• I like the idea that people introduce themselves. "I've sat at a table between 2 sets of folks who knew each other, and they talked to each other exclusively only."
• I think we're doing great with the current format. I like having short and long programs. The quality of the speakers is what's very important to me. Table topics and family friendly fellowship is nice but it gets back to the quality of the programs and the quality of the members I'm meeting when I sit down each week. If those two are maintained at a consistently high quality, then I'll be motivated to come each time. We have to be careful with our desire to drive new members to maintain the quality leadership of our crowd. Seattle 4 Rotary should not be another Chamber event. Not that anything is wrong with the chamber but Seattle Rotary is a Seattle institution and we need to continue to maintain the stature to maintain our members. Just my two cents.
• It works well now and I don't feel I'm missing out by adding any new ways to meet people. The items I've checked would seem to help, but not much for me.
• Have a current member assigned to a new member as a resource for questions on Rotary and to check in from time to time on how things are going for the new Rotary member.

Suggestions around table topics
• Table discussions are nice but the room noise makes it difficult to hear anyone other than those seated directly on either side of you.
• My experience of table topic discussions are that they are very surface level and actually distract from connecting with people who I am sitting with rather than encouraging new connections.
• "In lieu of short programs, have table topics at least 1-2 times per month."
• I don't feel like a table discussion would be very useful, because "The Good Old Boys" don't seem very interested in meeting new people.

Comments on options listed in survey
• I am opposed to electronic posing. I believe all posing should be done in person! (see above)
• Tables are not conducive to "table talk". Not possible to discuss anything in the noisy room, across the large round table.
**Encouraging personal initiative**

- All the above, as opportunity presents itself....
- I think there's already lots of opportunity to meet people. It's up to a new person to extend themselves.
- Take full advantage of the lunch meeting time - It is difficult to find time to attend additioinal meetings/events for those of us with busy careers and young families
- Having mentors assigned doesn't tell me the commitment. I can see having someone assigned to a new member as a resource for introducing and meeting people AS NEEDED. I would think anyone brought in as a member of Seattle 4, however, would have the ability to "meet and greet" strangers.

**More events and committee opportunities**

- Find a way to get more members actively involved in committees - this is where we have time and inclination to meet new people.
- I love the idea of community service opportunities bc people of like interest show up and you can learn about the community, provide service and visit informally all at the same time!
- "I'm less likely to participate in a fellowship or volunteer event if it is more than 8 -10 miles from where I live.
- There are so many opportunities for members to meet others in the Club. Most of us have a very busy business life, and probably a rather full family and/or social life. The best way is to work together on a project, usually by joining a service committee. Few of us have much more time to devote to Rotary.
- Have fellowship in areas with local members

**Miscellaneous**

- or all of the above! we should have some track record on what works.
- Sponsors should also be mentors
- Have a program (such as the Christmas program) which is intended for children -- but which does not require taking them out of school on a school day. (Christmas program comes before their break.) I think the number of hands-on and fellowship events is about right and VERY important.
- Tryins some of the above
- Abolish the classification "retired". Classification should be "Retired - specific profession or industry" so that people know what other members did do and their area of expertise and interest. Also name tags info bigger so we can read classification and business name.

**Q17. What kinds of fellowship events are you most likely to attend?**

**Something active/social in nature**

- Camping? Haha...
- Social gathering at the end of a work day.
- ski weekend is a GREAT idea; more active events a positive
- happy hour at a bar once a month/quarter for Seattle 4 Rotarians to meet. not a meal, just a drink or two before going home.

**Events at different times of day**

- Work schedule prevents me from participating in Fellowship events
- early morning events...I want to go home when my work day is over and I have lots of after-hours events associated directly with my job
• Evening and weekend events that don’t interfere with the work day

**More about my schedule than the type of event**
• really just depends on my calendar
• an event that matches my schedule availability

**Miscellaneous**
• A women business owner’s event.
• A Rotary Christmas Party (during a Wednesday Meeting)
• Service events
• Sporting events, small events with a non-business speaker. And we always are encouraged to bring our spouse or children the the Wednsday meeting. However, most spouses are working, and most children are in school.
• Events like Rotary First Harvest, held monthly
• My wife always complains that her only Wed event is the holiday party; she would much prefer to come and hear a great speaker

Q20. What kinds of hands-on service projects are you most interested in participating in through Rotary?

**I have scheduling challenges**
• I think this answer depends on what stage you are as a member. The reason I chose only one is that I've done many of the stuff listed. Right now, I'm not looking for more opportunities to serve but to continue to be connected and passionate about my beloved Seattle 4 club and members.
• I'm interested in all of them - if I had the time. Daytime events are sometimes easier only because I don’t need to coordinate childcare but on the other hand I still need to run my business.
• Something I could do at a lunch meeting
• Given time constraints, I have to support service projects financially instead of "hands-on".

**Opportunities to leverage professional expertise**
• I would like to team up with others to tackle a project using my professional expertise. The hands on projects are fun, but I would rather give an organization the benefit of my expertise, while working with other Rotarians on a project team. It would be great to join a team that identified a project (thru committee!) at a NP organization, applied for a SRSF grant if needed, and then executed on it. I think we could have enormous, long-lastig impact, while having the opportunity to demonstrate who we are professionally. I also would like to do projects where I can bring my kids (6 & 8 yrs old).

**None for now**
• There is not an option for "none of the above." I almost checked "International" because of what I hope to do when career demands are less and I look forward to volunteer/service international travel. I have many opportunities for hands-on service in other parts of my life and haven’t chosen to do this through Rotary for over a decade. When I was the member of another club I was Community Service chair and led some hands-on service projects.
• I’m not interested in hands-on projects
Specific venue suggestions

- northwest harvest packing food
- The Rotary Youth Exchange Program
- rotaryboys@girlsclub
- Habitat for Humanity
- Rotary First Harvest
- entrepreneurship/work readiness #1

Q25. In the face of the economic downturn and growing needs in our community, the Seattle Rotary Service Foundation is looking for ways to increase our fundraising. Which of the following would you support by donating more than what you have historically, or by supporting contributions through attendance?

Implement alternate means of giving

- Offer monthly contribution plans so the ask doesn’t seem so large & all at one time.
- Provide installment P&S payments over several years and recognitions thereby for special members, reasons and events
- Provide the opportunity for members to pledge $1,000 per year and make payments at weekly meetings or via a pledge reminder that is mailed monthly. Basic fund raising tenet: if you want to increase gift amounts, provide flexibility to the donor in how he/she makes the gift.
- promote gifts other than cash (securities/in-kind/property, etc); also promote annuities and planned giving (estate gifts); establish separate donor recognition for planned gift commitments

Comments specific to ideas listed in survey

- whereas i would not want an auction or a golf tournament, i would not mind a dinner if fundraising was incidental to the evening's activities.
- If the Club considers special events, there needs to be clarity about the purpose of the event, the target audience, and some ability to review if it will generate what is intended.
- I’m not interested in recognition. I am interested in hearing from grant recipients and knowing about what's happening in our community with our funds. I always get out my checkbook when I hear from people in the field. In fact, when we have an inspirational speaker, I usually try to give them money. I would probably give money at a meeting after a speaker who is doing good work due to Rotary's funding.
- I want to comment on the idea of a single, major fundraising event. If we were to do this, I suggest that the fundraising be for a single project that we could really be excited about, rather than for a smattering of smaller grants. The work it takes to put on an event of this magnitude is huge and I would recommend we retain a benefit event firm to help us and we don’t expect our high level member to do all the time consuming detail work. Also, I would like Rotary to consider the option of giving restricted gifts if the total giving is over the minimum, and allowing Rotarians to direct their gift to the charity of their choice. This is what happens with a Donor Advised Fund, United Way, and in part with Washington Women’s Foundation. It would allow Rotarians that want Rotary to be acknowledged for their favorite cause to give through Rotary. Only a few of our members would take advantage of this, but it could make the whole process simpler.
- Major fundraising event as well as the fellowship events. I wonder if you make it the dominant money collection and fund even Rotary International with the money raised. It’s very confusing between RSF and others that we’re asked to donante to but aren’t necessarily mandated. RSF can operate like a Seattle Foundation which it sort of does but not entirely.
- While I would support a couple others, I like the fellowship idea best.
• My concern about a single major fundraising event is the volunteer content required and whether we can create sufficient interest to make it successful. Perhaps the Christmas/Holiday event would be the one to try this on first.

**Other ideas that were not listed in the survey**

• Partnering on grants with The Seattle Foundation.
• stay with the annual campaign
• Board member contact with non-contributing to SRSC and TRF members.
• Don’t force members to paid more to the Foundation with a mandatory amount. Have fundraisers that encourage / inspire those that want to give to give.
• Keep fundraising steady. If we have to scale back, I would reduce the international contribution component and focus on local charities.
• An annual auction at a donated location with items donated by Rotarians.
• Increases in dues won’t increase member ship smaller fees may help bring in more members. In a very tight econame.
• More fund raising events like a golf tournament, auction, sail boat race, bike race or road running race.
• Bring another major event to the region that will provide a multi-layered stimulus and direct a specific amount of funds toward Rotary community service projects... probably through the district.

**Improve recognition**

• I contributed $1,000 to the SRSF in October and received a nice call but have never been asked to sit at the table at lunch. The delay in recognition seems at bit long!
• Opportunities for business giving and recognition or sponsorship. For example profiling a member business in the weekly eNewsletter.
• Leaving P&S at the current level and creating a another higher level.
• Recognize projects and their movers. Acknowledge members and their accomplishments

**Focus on members/increasing membership**

• Continue to have the best weekly programs in the City the membership will grow along with our income
• We need to increase membership while recognizing the economy is challenging. Now is the time to try and help business get healthy so we can collectively give more. For the short term, we may have to scale back in order to retain membership.
• Asking members for the funds is the least expensive route to the most money.
• Get 90% participation from existing members. I'm shocked with the low level of participation. I thought it was a requirement of membership!
• let individual members to donate or match additional fund to projects of their choice through Seattle 4.
• Keep working harder on our membership development.
• Increase the expectation that 100% participation is standard as a part of membership.
• we have a membership issue ... we should fix this through energy focused on membership (not on having the current members pay more)
• I have long advocated that each new member receive a one on one pitch to explain SRSF and the need for greater participation.
**Miscellaneous**

- No opinion
- I just don't know
- Don't have any suggestion
- We have hundreds of the most creative minds in Seattle. We should put our heads together and come up with some exciting and inspiring fund raising scenarios that leverage our membership and greatly enhance our influence......think BIG!
- I have many outside charity organization I support that I feel connected to. No emotional connection to the Service Foundation
- Comment - this is a topic that could be kicked around by the "development" experts in our club, in the context that our club has been able to maintain a large membership because of the simple, one annual appeal, fund raising approach.
- The Rainier Club posts delinquencies in the elevator. How does the 4 Way Test fit with members who will not pay or respond? We have a very private "opt out" for anyone who is financial unable to pay so I recommend that we post the delinquents.
- Minimize that happens at Rotary for other Rotary sponsored organizations such as Wellspring, Rotary Boys and Girls Club, etc. The fundraising that happens with the clubs committees can often take away what members can give to the Rotary Foundation.
- I would donate items for a auction

Q28. We want to make sure you stay informed of all the great things we do at Rotary. How effective are each of the following at keeping you posted on the impact of your giving through Rotary?

**Keep up text messages**

- I really like having the text messages for Wednesday notifications. That's invaluable to me. It's probably not good for weekly announcements though, email and Facebook postings would be great for that. Make sure the Facebook page is run by the staff so that it has everything the website has.

**Combination of notices**

- Web links or attachments to email messages with more detailed info.
- Combination of text and email with link to web site
- Information on the website is OK if I know it's there. Would need an email or text message to direct me there.

**Reports**

- The one annual report of the Fojundation is sufficent, with many short updates on the annual appeal.
- I would like some kind of quarterly, bi-annual or yearly report that was written and distributed (email probably best)

**Use meeting times**

- reports from recipients to the service committees or on our podium
- Use short program to inform the club on S4 and Rotary Projects

**Miscellaneous**

- The website is poor however it would and should be the primary source for information.
• All the the methods currently used could be tweaked in order to be more effective than they are. That would require a real communications plan, which I'm not sure anyone cares to dedicate the time to... so we have what we have. :)  
• Follow through, if Rotary staff say's their going to put an interesting piece in the Totem, they should follow through with that statement. Other meets might have passed on that information and by not doing do makes them look bad!

Q30. Reflecting on your Rotary experience as a whole, what would you change to make it better?

**Programming**

• Programming needs to be better - more high profile speakers on critical topics  
• Utilize the talent in the club as speakers so that once a quarter a member was the featured program.  
• "Have more challenging speakers on the edge  
• More oriented to business, the economy the traditional values of America. The speaker from Sarajevo, Samir Bjelanovic for example was terrific. What a testament to the Blessing of America. A few more like him and our weekly meeting will be standing room only. We need more patriots on the podium.  
• Wednesday speakers have to relate to the group, it seems to me that speakers were more engaging during Carl Egee's tenure as president  
• I really like excellent Wednesday speakers  
• Quality of speakers has gone down in the past year  
• Speakers in the current year seemed less interesting than in past years with the heavy emphasis on local companies - often they seemed to be promoting themselves or their organization and their presentations weren't of the caliber I have come to expect.  
• There is just too much time spent on reviewing service projects.  
• Programs have been pretty poor in my first year as member. Quite over-weighted to major health care and business interests, and not very broad in their appeal. The president's interests seemed to have weighed too heavily on the programs from my perspective. The club has a bit of a "fraternity" feel to it, and not in all that positive a way. Some of the work that the Young Rotary Leaders are doing is positive, as is the amount of international work being done, primarily it seems, by older, retired members.  
• allow District projects time on our short program and annually at a Rotary lunch meeting"  
• Rotarians speaking on their company busines and its history in the community  
• More business related topics and discussions/speakers. Charitable causes are too much of the same story - have problems, need money. Businesses can make a difference is lives plus charitable works.  
• On average, better speakers more consistently.  
• Focus on good speakers and engaging in conversations on significant issues affecting our country and the world. Continued good work on polio and major issues. Get rid of all the little stuff.  
• Make sure that our programs maintain both sides of business and community issues.  
• more business speakers  
• Speaker quality is a key attraction. In general this is very well handled. I would appreciate a greater focus on important issues of the moment even if they are somewhat controversial!  
• More business and economy oriented speakers. More emphasis on international humanitarian programs  
• Going great. Speaker quality is usually excellent, but increaae high profile and timely topics
more.

- A more politically balanced speakers' roster. The last year's programs have leaned heavily to the right. I suspect that some of those who have left the club did so in response.
- Satisfied with current program
- More focus on economic and for-profit business issues affecting Puget Sound Region.
- It appears we need to diversify our speakers and content. On occasion, it would be nice to have an upbeat speaker on a topic that give you that "feel good" feeling when you leave.
- Allow a couple of minutes at meetings to recognize personal celebrations and sympathy/support
- Focus on shorter meetings with the best speakers. This will drive recruitment & member satisfaction. I remember one year where all we heard was about non profits. Best speakers vary. I would like to see national presidential candidates, business leaders, and the occasional nonprofit speaker. Not the other way around. I would suggest we start at 12:15 and wrap by 1:00.
- Balance all topics & speakers equally with both conservative and liberal viewpoints.
- Focus on local/regional issues that impact our region. Also national speakers on economy, education etc. I think overall we are doing a good job on this; no complaints, or issues
- what i have found is was unique and interesting at the start, but over time speakers have become inconsistent and the cost of time and money of the weekly attendance makes it becoming less and less a priority
- Sometimes it feels a little stale in terms of programming. I think content that is more provocative/disruptive would be great. More opportunity to connect with others/networking. And let's have wine with lunch :)
- More info on current projects brought to the floor with an implied invitation to join the project
- Learning more about what is going on in our club, hearing about what the various committees are doing for our community and our world.
- Make the Rotary experience more about Rotary and less about a generic lunchtime civic gathering.
- Do not meet at the Red Lion, Sponsor a Rotary cruise on an Argosy boat. Continue to improve the weekly programs.
- Recognize and honor our senior members more consistently and regularly. They have served our club and community all their lives (I know Faith is working on this and is similar to what Shirley did years ago)

Increase focus on business

- Rotary has become, for me, a club that has lost its luster, and the work I do (more international than local) does not seem to be reflected in the Club's priorities. Personally, I think some of the focus needs to shift toward BUSINESS -- a gathering of business people who meet to learn from and benefit from one another. With all due respect to nonprofits, I feel that the Club has become too focused on not-for-profit organizations at the expense of business. I'm not sure what to do about this, but I can honestly say that I am feeling increasingly alienated from the Club--a lot of my own doing because I'm on the road so much.
- More business orientated but I suspect the club has already focused way too much on nonprofits to go back to what the club was like in the 80's.
- Greater emphasis on business networking.
- Continue to provide strong support for Rotary international projects. Continue to bring excellent speakers as keynoters. Love the short programs focused on the arts.
- professional development is my priority...hearing more from CEO level executives...from politicians and their priorities...and expert management consultant perspectives
• I like the idea of increasing the business/networking focus. I would like to see us do more in this regard. I also like the idea of mentoring new members to help folks feel more connected.
• I like the thoughts of trying to bring more of a business focus back to the organization. I have not had any direct business as a result of being a member and mostly get fellowship and a sense of doing good from the Club.
• Even though I am a co-chair of a committee, I don’t feel very connected to the other Club members and have not gotten any business from my membership. These are things that I would like to change. However, I am not sure how to best do this.
• I would increase the emphasis on business networking
• More B2B opportunities
• A better focus on relevancy to my community and to the enterprise sector.
• make it more of a business club with secondary service emphasis.
• I know Rotary is a service organization, but I was very surprised (saddened) to see how less business oriented it was than I first believed.
• If I could generate enough business to equate to what I pay in dues it would be an easy win. I spend A LOT of time on Rotary related projects and I need to continually explain involvement.
• Better business connection opportunities
• More business development opportunities.

Increase opportunities for personal connections
• Create some opportunity for members to ‘pair’ for a limited, defined period to support one another in business, learning and service activities.
• A bit more time within each meeting to get to know better the people at our table
• More opportunity to meet and get to know other women. I find Rotary a little sexist. Lots of grey haired men who are not particularly interested in networking with women. When they do, they are somewhat condescending. It still feels very much like a good old boys club. Even the quest for recognition for donations is quite "male." I would like to have a more "heart based" experience at Rotary. Not sure how to do this. I am on the board of women's funding organizations and the "vibe" is very different. Most of the women are successful business owners, so, it is possible for a business organization to be less "clubby."
• Require some level of participation from the Young Rotary Leaders (we do benefit from the lower dues etc.)
• More fellowship & community service events.
• Find more ways to encourage members to get involved at whatever level possible.
• An opportunity to network/get to know other Rotary members. Some of the items indicated in this questionnaire, if implemented, would cover this.
• Make it easier to get to know other members in ways the survey suggests, especially at the Wed meetings
• Would like to see it as way to promote my company’s business, but also do greatly appreciate the opportunity to provide community
• more individual involvement and ways to get to know members
• Identify rewarding activites that draw on life outside of business, promote, and recognize participation.i.e. College affiliations, events in neighborhoods.
• More ways to introduce new Rotarians to the group. The Keeks are a good idea except I have an all day off site meeting the 3rd Thursday each month and its difficult to make Keeks work. Some follow up by a first year mentor during initial year.
• Opportunity to get to know more members
• Need to participate more activity with smaller groups
• at lunch we can mingle then pres hits bell and all sit at their tables and introduce themselves
  with a possible ice breaker question shared by all............it is hard to not socialize the room, but
  meeting and greeting at our tables is really important-----------------------------------
• have more open communication at meetings between members
• Publish a rotary directory with pictures annually
• I would like to see a higher level of engagement of Rotarians in the Club's work (serving on
  committees) and with each other at meetings.
• Encourage members to reach out to members. Everyone join a committee. Continuous
  introductions.
• Lunch meeting is only good to meet and talk to the person on either side of you because of the
  size of the tables. Might be interesting to have a venue with six people at a smaller table. I am
  pleased with the cross section of people I have gotten to know from participating in community
  service projects and fellowship events.
• I don’t know how to make it less “big” so that folks can get better connected. My connections
  have resulted primarily from my service committee. It is hard to build relationships just through
  lunch because it is different folks every time. This is also a positive to me.
• I would be able to participate in committees more easily if the meetings were held adjacent to
  the regular meetings (and took no more than 45 minutes) - so same date, same location, and
  “similar” in time frame.
• More networking opportunities
• Many more ways to interact with fellow rotarians and build relationships.
• I think if a mentor was assigned to me in the first year I would have connected quicker. It took a
  while to network and get to know others in the club and when I did, my participation grew.
• add a mentorship program
• communication among all individuals at tables during lunch meetings
• I think the idea of more connectivity at the tables every meeting would be very helpful.
• Dedicate more time to getting to events and committee participation.
• more one/on/one time with fellow rotarian.
• I’m mystified that there are as many Rotarians as there are that are not on committees. I believe
  committee membership should be mandatory. Unfortunately, participation/envolvement is more
  difficult to legislate
• keep up the incentives/fun for achieving results (ex. drawings for wine for those who have
  completed contribution to RI Foundation; drawings for those who have sponsored/co-
  sponsored a new member within the past year, etc)
• invite someone else to join so I don’t always go alone each week
• I don’t have children at home but many of us have grandchildren and other children in our lives
  that we would like to involve in our Rotary life."
• I have have been involved in more committees

**Membership**

• Attract more local CEOs as members.
• Maintain and increase corporate and community leaders as members. That is the key to keep
  the club and the experience exciting, interesting and rewarding.
• having more high level people from a wide variety of employers & increasing the proportion of
  for profit companies
• Be more open to the younger generation, or the club will lose more potential members!
• Provide more racially and culturally diverse membership. Elevate the level of programming to
  national and locally prominent speakers - giving them time to really have an impact on the Club -
• i.e. all of the program time.
• Have members welcome and interact with each other and not only those they know. Members have a hard time to talk to someone who has a foreign name. The Rotary #4 president should also make sure to learn the pronunciation of non-mainstream names to show respect.
• larger membership to bring more and younger energy in the room.
• "I think our standing in the community and ability to attract new members will be enhanced when we have more Fortune 500 and other large employers represented. I appreciate our charitable and community EX DIRS and CEO's but feel we are a little top-heavy there.
• continue to encourage long time members to be open and welcoming to newer members. I am particularly frustrated by a small but regular percent of introducers for new members that make their time at the podium more about the introducer than the new member.
• Quality members, quality speakers and our Club doing great work around the world. I know our members are doing great work around the world sometimes outside of Rotary. I love to hear about them too. It doesn't just have to do what Rotary is doing directly.
• reduce the number of members, raise the "standard" to admit members who are already business leaders and make it slightly, as a result, more exclusive. constantly talking about being the biggest and how we need more bodies is detrimental.
• Encourage younger people to join and make it easier for them to become members.
• Attempt to get back to some level of equilibrium wherein a greater % of members are the senior person in their for profit organization. Over the past few years we have an over weighting of members representing not for profit organizations.
• More diversity - I like the Leaders for Tomorrow membership approach.
• Somehow get longer term members to sit by different people at the weekly luncheons
• Do what membership is trying to do right now which is to grow corporate membership so that they are in the majority rather than the minority. Don't make too many changes to lessen the commitment to Rotary (attendance, what constitutes a make-up, time spent in the Keeks). It's through commitment to being active and engaged that most become really great Rotarians.
• Have an open nomination self directed process formoffices

Leadership

• A new executive director would be brought on board that is open to new ideas, and communication channels. The current ED would retire.
• picking the best leaders, not who's turn it is. Having a more transparent leadership selection process
• Quit operating behind closed doors where decisions are made by the past presidents and Val. Be more inclusive in sharing info w/ members E.g. All these questions about paying more & contributing more without knowing where our money goes for admin and operations.
• Continued efforts to improve the organization's governance practices, fiscal stewardship and transparency to the membership.
• How candidates are selected for board or officer positions! Seems very secretive and clubby!
• Executive director
• Val.
• New Executive Director
• I would like to change the make-up of the committee that nominates the President, President-elect and the Board. The new format does not make sense to me.
• Difficult to get involved in club leadership. Seems to be a fairly closed-knit group.
• I would also like to see much more transparency about processes - how do the budgets (club and SRSF) work? How are board nominees identified? etc."
• I am disappointed in the extent to which we lack timely annual financial reporting from the club and from SRSF. How candidates for officer and trustee roles in the organization are selected is not transparent. Any such candidate should meet widely understood criteria, including being current on all fees and contributions (among them, TRF), evidence of active committee participation, strong expression of interest, etc.
• Reach out more to potential leaders and get them hooked. Club seems to be run by a core group of individuals who influence most everything that happens. Very offended that the President of the club did not get the right pronunciation of my name when recognizing me for a Pinkam contribution
• Work with the office staff to improve their support to members

Increase diversity/relevance
• Rotary needs to be updated. It seems so locked in tradition from decades ago. I don't feel connected because it feels very out of touch.
• I want to see a lot more diversity outside of older white males (I am one of them). It would make lunches more interesting, committee work more interesting, and increase the likelihood of attending fellowship events. Also -- I think the club would be more enjoyable to be a part of if a higher % of members were active on committees and projects.
• Relax the dress standards at Wed lunches. Encourage no suits/ties, at least for men. Also, identify a young leader and fast-track/groom them for the presidential role.
• When I talk individually with people I enjoy them. When I enter the luncheon room, I feel like the majority of people I see are retired or semi-retired men. To over generalize, they might not be able to help me professionally (nor I them), and they aren't likely to become close personal friends. Please note that I acknowledge this as an over-generalization.

Time constraints
• My job the last 3 years has limited my ability to participate to the level I did before. That is changing starting this month. Rotary is doing a good job.
• Increasing my own involvement. However since I am still parenting school age kids and have a demanding job and lifestyle, I don't think I'll be able to do more than I already am for a couple of years. But I thoroughly enjoy my participation in our Club and the members in it.
• I am the parent of two children under the age of 6, and I manage a small, overachieving non-profit organization. I would be a better Rotarian if my time allowed. There is nothing I can think of to prescribe for Rotary 4.
• I wish I had more time to contribute to it, great organization
• Change my commitment so I am more involved and engaged. It is about me not the club
• I just need more time in my schedule. More of a personal issue in these chaotic times.

Meals/Location/Fees
• Too much wasted food at lunch! Get rid of desserts.
• Meal selection. Could be more oriented towards lunch salad trios, sandwiches, pasta
• Simpler meals...especially if it reduces the cost. I would rather money go to projects.
• It's a very expensive lunch for sometimes awful fare. The Hyatt does the best job with the food and makes the cost worthwhile. Not so much with the other venues. Hideous at the Red Lion. I've received spoiled meat on several occasions...and even spoiled cottage cheese. Pillars and sound there is not an advantage. The Rotarian members, fellowship, friends and great speakers keep me coming back. :)
• Reduce the cost of club membership so more of my total financial investment in Rotary goes to fund service rather than admin. & meals.
• I would create opportunities for Rotarians to connect and develop relationships during weekly lunches that might lead to increased business.
• Reduce the scale/cost of lunch.
• Being able to opt out of paying quarterly for the meal. Having a coffee only option or a vegetarian meal option (not just a fruit plate) at each luncheon would be appreciated.
• Better food quality.
• Have it at the same location all the time
• Shorten the meeting to 60 or 75 minutes. A 90 minute meeting is really a 2 hour commitment. It is difficult to stay for the long program as much I would like to.

Attendance/Make-ups
• Make up's should be easier. Try to control the overall cost including lunch. Continue to have good speakers.
• "Get the attendance issue straighten out. We have not had attendance numbers and percentages in years
• How about the members who are working on perfect attendance - NO recognition!"
• Try to do more make-up events in other cities as I travel for work.
• Eliminate the attendance requirement.
• Change the penalties to the club about attendance, I cannot always make the meeting.
• At the present time it fits well. As a long time Rotarian 100% attendance has become a habit for me (it was recognized as more important in times past). Achieving this has been a challenge with extensive boat cruising during the summer. Recently the "e-Club" has provided a method to accomplish this goal. I have asked that Seattle Rotary allow a makeup by viewing a missed Club meeting through the web site, either at the time of the meeting or as a replay later. This type of "e" makeup would be more useful for me by having the option to makeup using our own programs instead of a remote e-Club. I would add that make-ups at other clubs do have great value too.

Improve website and use of technology
• Improve on annual billing and financial contribution reporting - make a member's account history available on the web site. Get the Rotary International contribution history posted on the web site.
• Get Seattle 4 to be up to date with current technology. We must be able to change and keep up with technological changes. It’s really backwards of us to not be able to just pay for things online and just keep charging my credit card for dues and other things. Running paper quarterly meal plans is way backwards. Can’t wait to be able to set it and forget it with the new Rotary website! Give me more self serve features. Even the banks are doing it. So should Seattle Rotary."
• A better website, especially a calendar of events so you can see what is going on and what committees are doing and how to get involved. The club appreas to be in the technology dark ages.

Foundation work and community outreach
• International Service Committee and Seattle Rotary Service Foundation process is overly complicated and drawn out and some of the evaluation criteria don’t fit well with conditions in the real world and on the ground.
• I would increase the focus and importance of not just helping our community but helping one another, to have better businesses, better service organizations, better families, better community. I love that Rotary does for others and I love service above self, but there are times
that this is emphasized to the neglect of our members. I recently heard a member comment on
the number of Seattle Families that the economic down turn has "taken out". These are families
that have given to the community for ever. What are we doing to help them now that they are
in need?
• Discuss more in detail where the Foundation money is spent and also raise the levels to
above$1000
• Other service projects downtown during the week. I would like to hear about some of the
work of other large service organizations like Chamer and Dwontown service Assoc.
• Consider additional 'teaming' events with other civic organizations to broaden awareness.
• Simplify the application process for grant awards from the ISC

Downsize
• Do less.
• Quit trying to be the biggest Rotary club in the world and try to be the best. We were the
second largest for years and we focusing quality in terms of membership, programs and
community service.
• Perhaps a smaller club. Not too small, but not too large either. Perhaps we should have two
clubs: one for Seattle's movers and shakers, and one for salary men and wage-slaves.

Personal initiative
• If I want a better experience, I need to take the initiative. I feel Rotary is doing a good job
providing a wide range of opportunities
• I still feel very new to the Club, but have been expanding my participation through committee
work. I'm don't have any suggestions at this time.
• My personal involvement
• I need to get back to attending more regularly. I've done lots of pleasure travel during the past 1
1/2 years.
• I need to get more involved...and I am most interested in getting involved in improving our local
community (homeless, youth mentoring, children, health care, etc.)
• I would like to see more active participation from more members in local service events. I
would make it a requirement for each member to participate in at least one outside event each
year.
• This is tough as you get out of Rotary an amount equal to what you put in. So my guess is to
make sure more people are active and use one or more methods you have already described to
make everyone aware.
• I would have joined at a different time of year. On the whole, I feel the club is too large for me
to get comfortable quickly even though I am not a shy person. The orientation was provided just
once and that was too soon for me to really get what the person was talking about. I think it will
take years to know other members well enough for me to reap benefits for my organization.
• It's not what Rotary could change, but would I could change. Since Rotary is not a high priority
for me in terms of service involvement, fellowship, or even networking. I am not allowing what
Rotary offers to rise to the top.
• The change that would be most useful to me will have to be generated by myself. I need to
expand my participation in service committees.
• More time, I just joined

Comments overlapping multiple themes
• Overall, I've been pleased with the types of people I've met but as a young female it's
intimidating to break the ice with older, more seasoned male members. I've often been told how
visible the YRLs are, but it's been a challenge connecting with them -- I have no idea where/when they meet, I requested to be on the mailing list, which still hasn't happened (I assumed that would have been automatic once my application was approved), and it's hard to identify other YRLs in the room because I don't want to be presumptuous about someone's age when we meet. Maybe color code the name tags? Or designate a special table? I'd also suggest dumping the Red Lion as a venue. The food and acoustics are terrible. As far as programming, I appreciate hearing about nonprofits from time to time, but some speakers sounds as though they are making an appeal, which is a turn-off. I have enjoyed the business topics and I fully support the idea of making Rotary as important a platform for facilitating business connections as it is for service.

- The Red Lion's food is not very good - nor are the accoustics. Can we have an option for a salad instead of the fruit plate? Also, let's get rid of desserts. They add to cost, and we don't need them! When describing prospective board members, please let us know what they bring to the table other than Rotary experience. For example, are they experienced board members with financial expertise, or seasoned development professionals, or experts in HR? I like Val, but sometimes find her "no" attitude to be less than constructive. Rather than one-off service projects, can we do something that leverages our professional skills? Maybe assemble voluntary cross-disciplinary project teams that can identify a project (through a committee) for a nonprofit that they could do during the year. Even if it doesn't directly tap their professional skills, it would be a good way for members to get to know one another professionally, and I think the impact would be more long-lasting. That way, people would be encouraged to pick a committee (like environment or arts) to learn about the needs, and get together in a team to find a solution. I think this would position Rotary as the cradle of high-impact projects driving lasting change, an invaluable resource to the community, a web of connected people with resources to make change, and a great place for emerging and existing leaders. This might also provide an opportunity to address some members' concerns about the number of nonprofit speakers, as committees could become a more appealing venue for some of the nonprofit issues-based speakers. Kudos to YRL for bringing in more young members - could we get the block of "old white guys" to spread themselves out a bit and talk to younger members? Even after many years in the Club, they can still feel insular and unapproachable.

- This is an extraordinarily gifted and prosperous group of community leaders. I think our local giving and projects are embarrassingly small, and have low impact. I'd be more excited about Rotary if we had 1 - 3 local strategic priorities and gave in a way to solve a problem -- very much like the model of International does with polio.

- I’ve belonged for less than a year, but have enjoyed it. Keeks meetings are great, but I’ve had a hard time making it to more than two (vacations, weather, early mornings, ballet tickets). I’ve enjoyed the hands on service projects (serving lunch, KCTS, RB&GC) as a way to get to know others. The programs have been very diverse and interesting, and I would enjoy seeing more politics in the mix.

1) improve net working 2) Let us donate additional funding to projects of personal choice through Rotary. I have asked several times to donate to important projects through Rotary and not able to do so. SRSF always want committee to chose projects and with little funding for each such as $2000- $ 5000 . If we let members to choose projects , members will donate more to projects close to their heart

- As a new member to Rotary, and in the "Young Rotarian Leader" age group, I have found Rotary meetings to be intimidating and often recieved a luke warm welcome by fellow Rotarians. This is the opposite of what I expected. As a brand new member, I also found the "ins and outs" of Rotary very confusing. I was unclear on how to join a club, what was expected of my mentor and how to connect with others. Now, after two years, I've figured out how committees work and the structure of Rotary but I still find it hard to connect to many Rotarians.
Many seem to be set in their ways; sitting with the same group of people each week and only interested in certain business connections.

- The programs need to be more flexibly scheduled. The general club bureaucracy is onerous to navigate.

**I'm satisfied/things are fine**
- I feel that you get out of Rotary what you put into it. I have been very happy with my participation and experience so far. This survey proposed many interesting ideas that I would support. Although I feel I have many ways of connecting with Rotary currently and do as much as my schedule allows.
- Can't think of anything. Best organization I have ever been member of!!!
- Presently satisfied. More national and international executive speakers would be appreciated.
- I like the members allot that works for me
- Nothing
- No changes.
- I'm satisfied.
- Nothing. I love Rotary, just have a hard time breaking away from work to attend. Would like to attend more regularly.
- Nothing. I have been very satisfied
- I'm good. I think I am very involved and seem to get more than I give.
- Not much.....I do enjoy the interaction
- I am satisfied with my Rotary experience and can't think of anything I would change.
- Nothing. I like it the way it is.
- Since I am still discovering many of the Rotary experiences I don't know all that it has to offer. Ask me this question next year. Rotary is doing pretty well so far.
- I love this Rotary club.
- It's about what I expect.
- I enjoy Rotary as it is.
- Nothing I can think of.
- Nothing. Seattle #4 is a menu club rather than a one-size-fits-all club, and I have found plenty on the menu that I like to order.
- I enjoyed it when I was active. Not active anymore.
- I like the product.
- my age! I wish I could have started when I was younger, but it would have been very difficult.
- I'm very pleased with my Rotary experience thus far.
- I've had an outstanding Rotary experience! :-)
- n comment
- No suggestions.
- Rotary is terrific. I'm not necessarily looking for change, but when I do I usually look in the couch cushions.
- I am 82 and have been in Rotary for a LONG time, don't know when I joined. Rotary has been a delightful, meaningful, interesting part of my life. I wouldn't change much for what we have done has been fine.
- I am quite satisfied. Rotary meets my goals and objectives. Thanks for the great work.
- Continue with ongoing programs/efforts.
- My reactions aren't a very good representation. At almost 80, my priorities are caregiving for family members, yard work, dog walking and being a good grandfather. I have given myself a birthday present of never attending another committee or board meeting, with which in my
earlier life were too frequent. I continue to come to Rotary to enjoy the excellent speakers, and because of my respect for its commitment to service in the community and the world. And I am glad when I meet new, young members who will be more active. But I no longer live or work in Seattle, and Rotary is a nice reason to come into Seattle for one day a week, but not a high priority. So, somehow you should discount the weight of my answers.

- nothing
- Rotary is a piece of my personal civic contributions - I am satisfied with my contributions.

**Miscellaneous**

- tattoos?
- keep up the energy
- how we compare with other clubs.
- I think Seattle Rotary should consider the carbon footprint of the club's activities and make a club-wide effort to reduce our use of non-renewable resources and our waste of materials (including food).