

INTENTIONAL LEADERSHIP FOR GROWTH



How Rotary Leaders Ensure Their Clubs Thrive

WHY GROW MEMBERSHIP?

We are a
membership
organization

If you get
membership
right, the rest
falls into place

New members
=
Greater
impact

CREATING A CULTURE OF
CONSISTENT, MODERATE
MEMBERSHIP GROWTH



ATTRITION AND ATTRACTION:

ATTRITION RATE

A RATE OF LOSS

% of members who leave
our club in an average year

Best in Class (USA): 8-10%

ATTRACTION RATE

A RATE OF GAIN

% of members admitted to
our club in an average year

MEMBERSHIP REALITIES & GOAL SETTING

Analyzed 6 years of membership trends from 16 Districts and 846 Rotary clubs

The likelihood of membership growth in a given year is
NOT RANDOM

Unless something changes,

- **Growing clubs** continue to grow year after year (80%+ likelihood)
- **Declining clubs** continue to decline year after year (80%+ likelihood)
- **Clubs “holding their own”** can go either way (fragile balance)





Membership Goal Setting Worksheet

District 7750
Sample Club

This worksheet will help you set your membership growth goals and calculate the number of **new members needed** to reach your goal. Actual data for your club is in the table below

Annual Attrition Rate (3-year average): 13.3%
Annual Attraction Rate (3-year average): 8.6%
Annual Net Growth Rate: - %

Success Targets	
Attrition	less than 15%
	(July 1 membership x .15)
Attraction	5% greater than Attrition

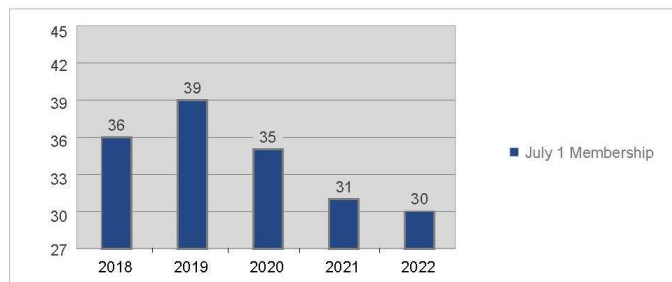
The problem we need to solve is:

- Low Retention** – Our Attrition Rate Exceeds 15%
- Insufficient New Member Attraction** - Our Attraction Rate is less than 5% above our Attrition rate
- Neither** - We need to build on our current membership growth culture and strategies

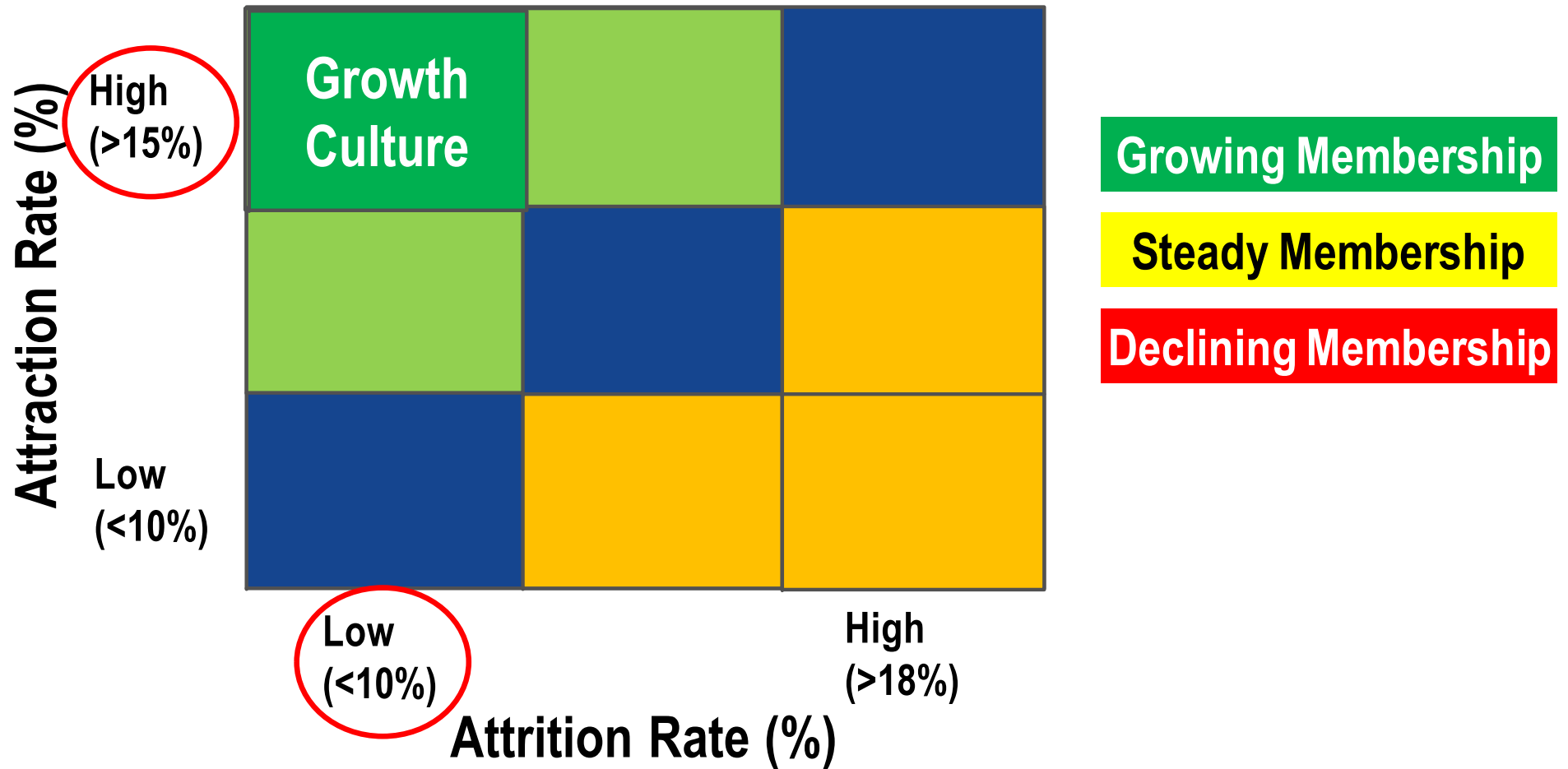
Membership History

2022-2023 Membership Goal Setting

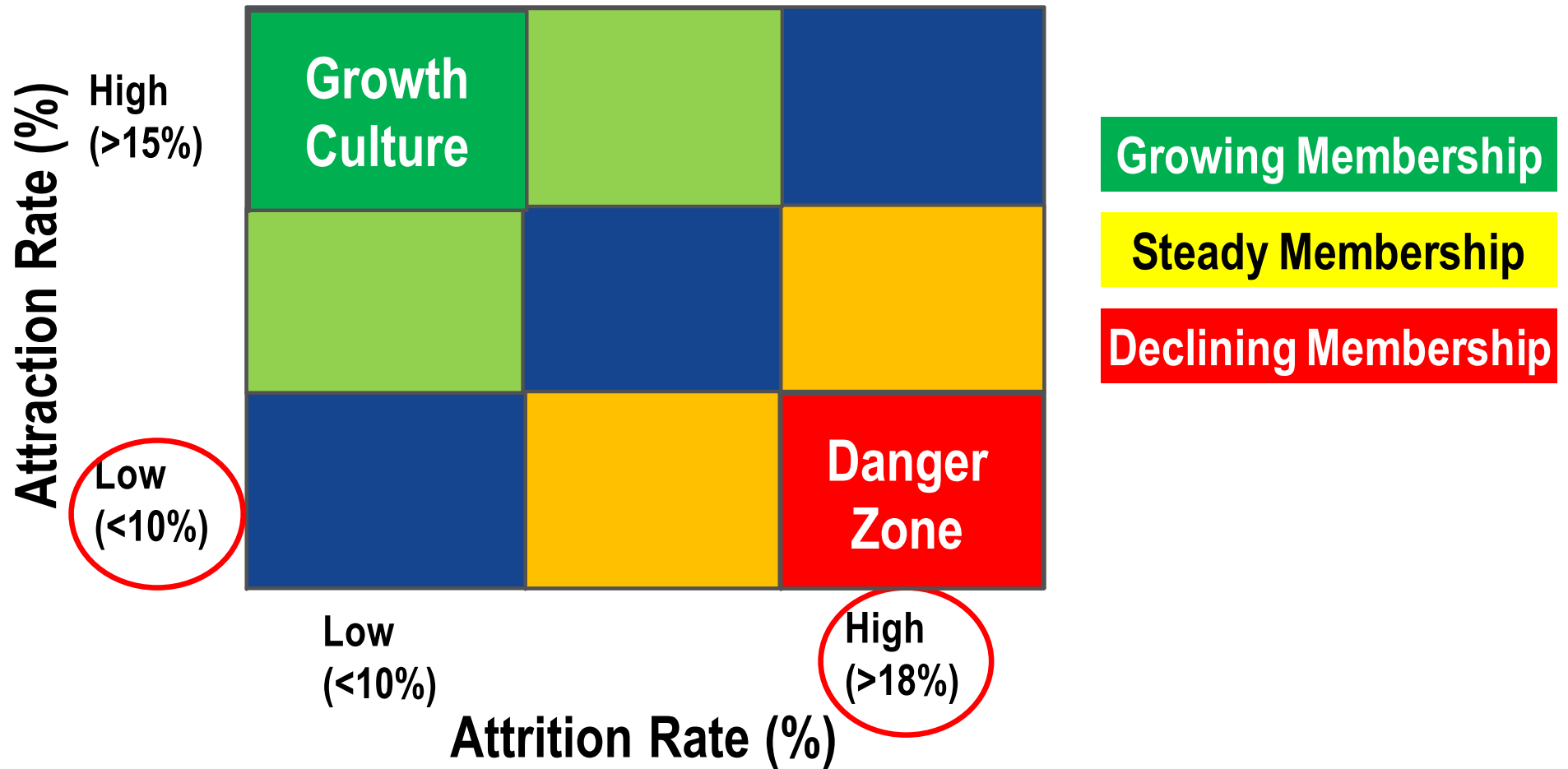
Club Year	Members at start of year (July 1)	Starting Membership July 1, 2022 (prelim.)	30	(a)
2022-2023 (prelim.)	30	Membership Goal July 1, 2023 (July 1, 2022 Start + Growth)		(b)
2021-2022	31	Net Membership Growth Challenge = 10% or 10 members		(c=b-a)
2020-2021	35	Average Annual Attrition to Replace (Greater of Actual or 10% = World Class)	5	(d)
2019-2020	39	New Members Needed (Growth + Attrition)		(c+d)
2018-2019	36			



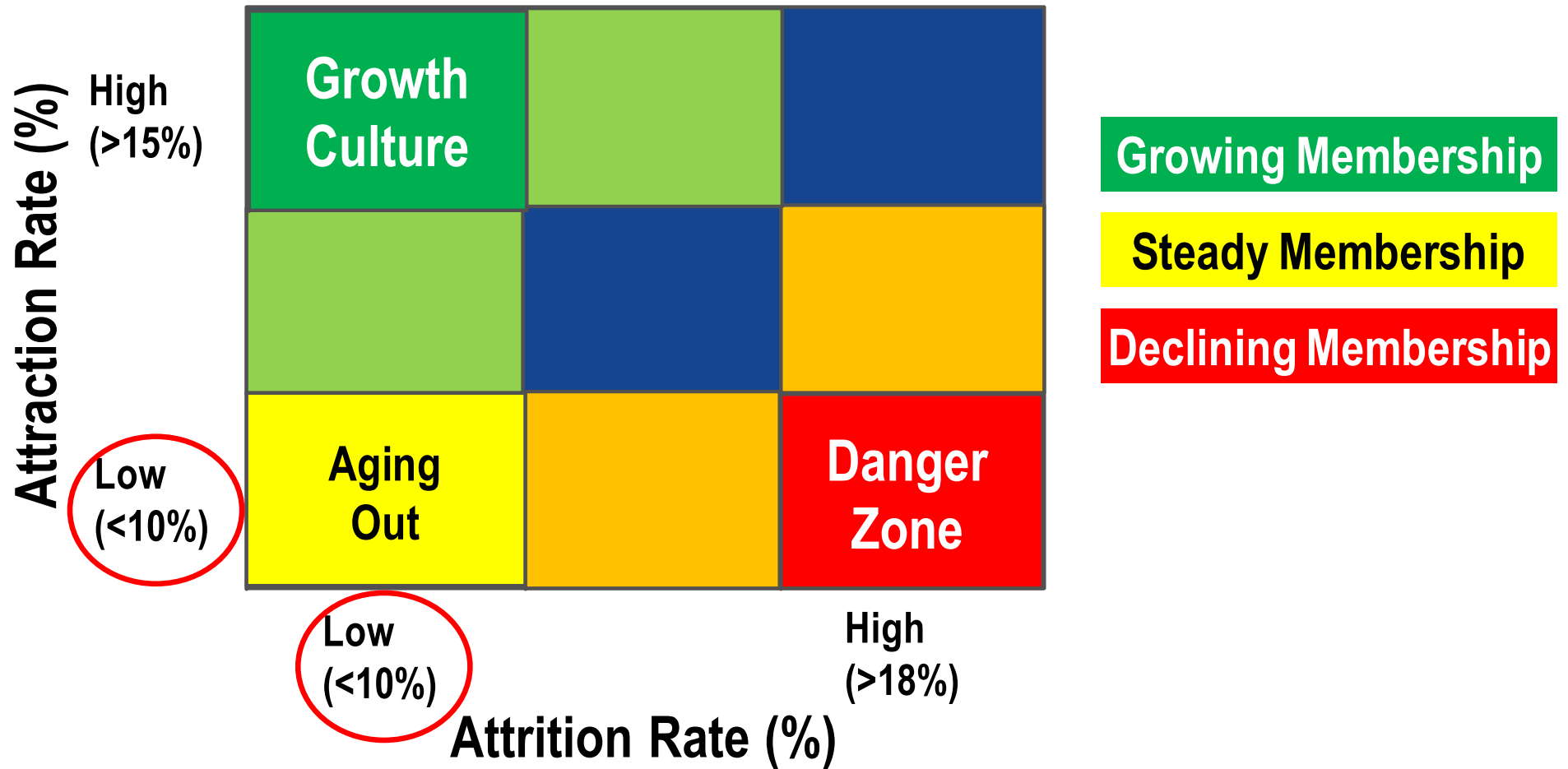
COMMON CLUB PATTERNS



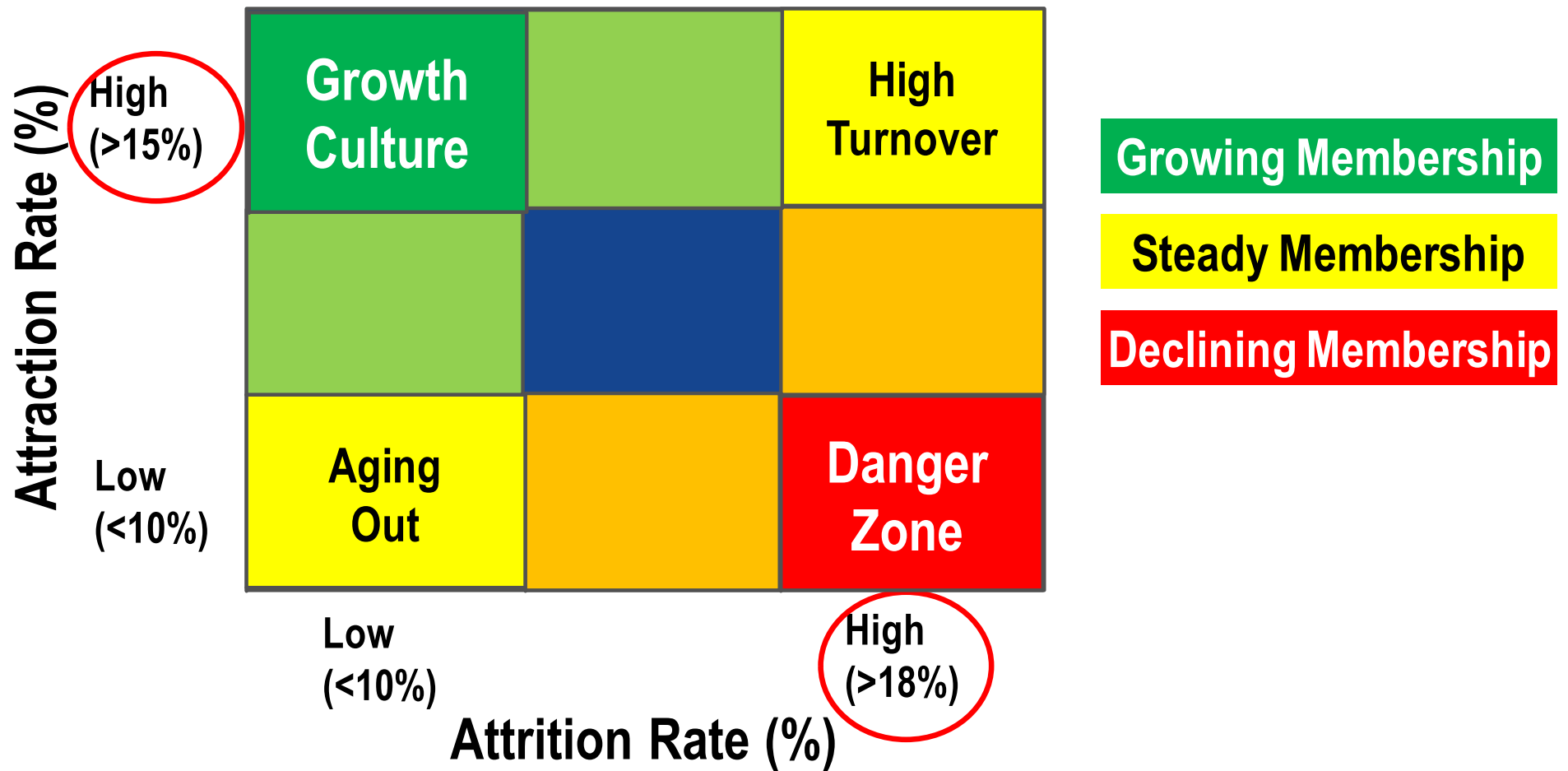
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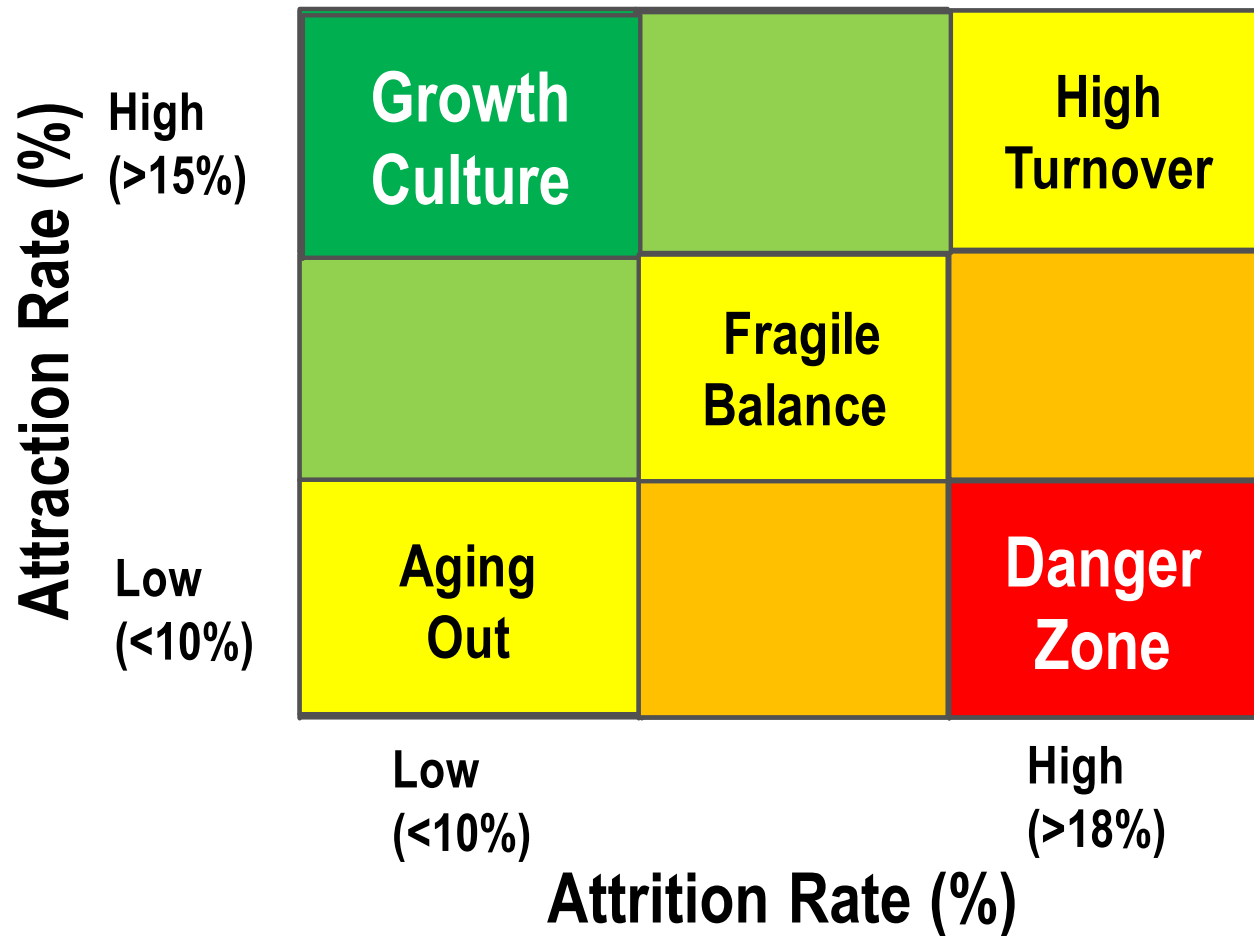
COMMON CLUB PATTERNS



COMMON CLUB PATTERNS



COMMON CLUB PATTERNS



Growing Membership

Steady Membership

Declining Membership

ESSENTIAL LESSONS

- **Attrition is Real**
 - North American Average = 15%
 - “Best-in-Class” (USA) = 8%-10%
- **Clubs with already-low Attrition Rates can't improve much**
by working harder on retention
- Attrition Rates > 15% need attention

ESSENTIAL LESSONS

- Retention is over-rated as a GROWTH strategy
- Attraction Rate **must exceed** Attrition Rate
- Need to know your club's history



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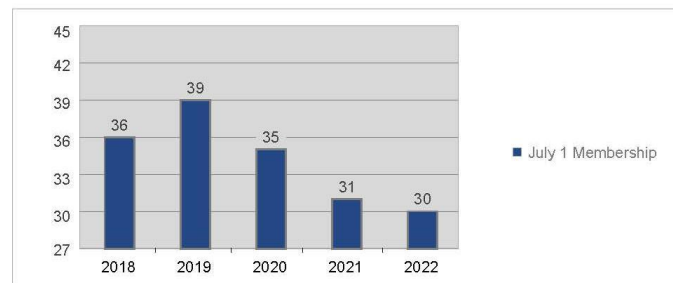
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Membership History

2022-2023 Membership Goal Setting

Club Year	Members at start of year (July 1)	Starting Membership July 1, 2022 (prelim.)	30	(a)
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13.3%

Annual Attraction Rate (3-year average):

8.6%

Annual Net Growth Rate:

- 4.7%

Success Targets

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(July 1 membership x .15)

Attraction 5% greater than Attrition

The problem we need to solve is:

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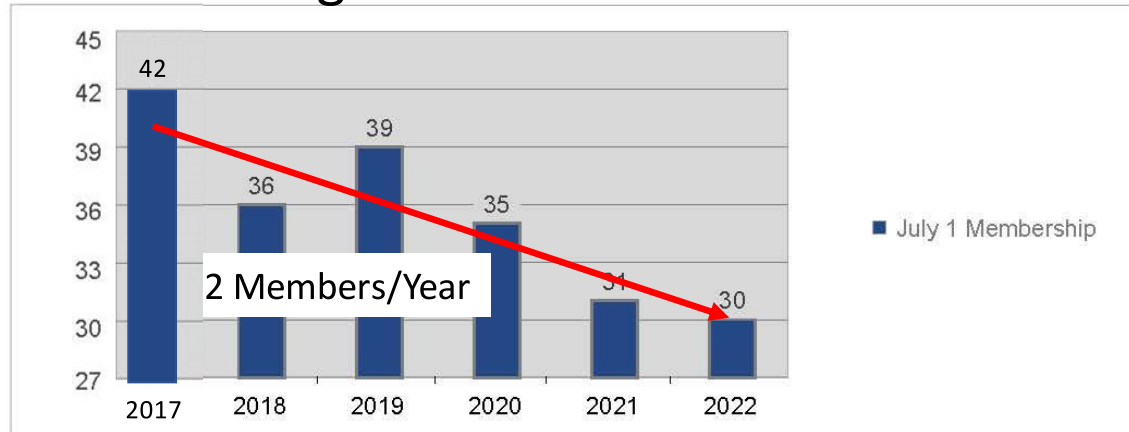
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2022-2023 Membership Goal Setting

Club Year	Members at start of year (July 1)
2022-2023 (prelim.)	30
2021-2022	31
2020-2021	35
2019-2020	39
2018-2019	36

Starting Membership July 1, 2022	30	(a)
Membership Goal July 1, 2023 (July 1, 2022 Start + Growth)	33	(b)
Net Membership Growth Challenge = 5% or 5 members	3	(c=b-a)
Average Annual Attrition to Replace (Greater of Actual or 10% = World Class)	5	(d)
New Members Needed (Growth + Attrition)	8	(c+d)

How did we get here? 65 Members in 2004



SIMPLE SUCCESS TARGETS

Maintain an Attrition Rate
below 15%

= July 1 Membership x .15

Maintain an Attraction Rate
5% above Attrition Rate

= July 1 Membership x .20

SURVEY (2022) ROTARY CLUBS IN USA & CANADA

85 clubs that showed
consistent growth between
2017-2022

CRITERIA:

- 10+ Net Members in 5 years
- Growth in at Least 3 of the Past 5 Years

Club Sizes Ranged from 7 to 120
(Roughly Equally distributed)



CLUB ATTRITION AND ATTRACTION

Average Attrition

North American Clubs
15%

Surveyed Clubs **12%**

Average Attraction

North American Clubs
12%

Surveyed Clubs **23%**

ATTRIBUTES OF GROWING CLUBS

ACTIVE, INTENTIONAL
MEMBER **ENGAGEMENT**

DYNAMIC, MEANINGFUL
SERVICE

EFFECTIVE **GOVERNANCE**
(Intentional Leadership)

STRONG **PUBLIC IMAGE**
(WELL KNOWN IN COMMUNITY)

**DIVERSITY, EQUITY &
INCLUSION**

EFFECTIVE GOVERNANCE

PLANNING PROCESS FOR GROWTH

LEADERSHIP CONTINUITY

MEMBERSHIP TOP PRIORITY

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Membership
growth top of
mind

Membership is
everyone's
responsibility

Weekly
agenda item

LEADERSHIP

What about small clubs?

ACTIVE, INTENTIONAL ENGAGEMENT

GREAT MEETINGS & STRONG FRIENDSHIPS #1

CONSISTENT & FLEXIBLE MEETINGS

ENGAGING NEW MEMBERS

SAYING “THANK YOU”

CONSISTENT & FLEXIBLE MEETINGS

76%

Meet weekly in person

65%

Use hybrid or virtual technology

29%

Created a satellite club as an alternative Rotary experience

DYNAMIC, MEANINGFUL SERVICE

“SIGNATURE” PROJECTS & FUNDRAISERS

INCLUDING COMMUNITY MEMBERS

ONGOING, ACTIVE SERVICE

INCLUDE COMMUNITY MEMBERS

“The Secret Sauce”

87%

Invite community members to projects and fundraisers



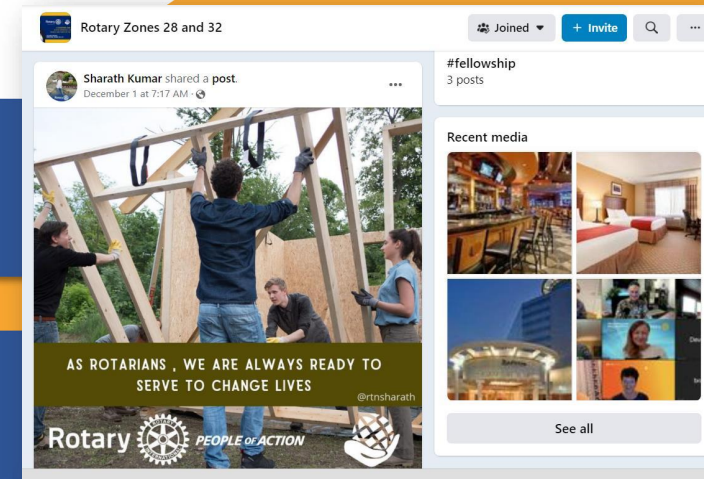
67%

Hold one or more events to attract new members

STRONG PUBLIC IMAGE

ACTIVE USE OF MEDIA TOOLS

A FOCUS ON MEMBER ATTRACTION



It's not just doing, it's being seen doing!



ACTIVE USE OF MEDIA TOOLS

95%

Use
Facebook

21%

Use
Instagram

77%

Use Their Club
Website

55%

Use Local
Print News
Outlets

DIVERSITY, EQUITY, INCLUSION

AN INTENTIONAL FOCUS

CLUB REFLECTS THE COMMUNITY

A WELCOMING ENVIRONMENT

ATTRIBUTES OF GROWING CLUBS

ACTIVE, INTENTIONAL
MEMBER **ENGAGEMENT**

DYNAMIC, MEANINGFUL
SERVICE

EFFECTIVE **GOVERNANCE**
(Intentional Leadership)

STRONG **PUBLIC IMAGE**
(WELL KNOWN IN COMMUNITY)

**DIVERSITY, EQUITY &
INCLUSION**

THANK YOU!

Herb Klotz

herbk.rotary@gmail.com

