

Exhibit A

NORTH AMERICA MEMBERSHIP HISTORICAL DATA

Rotary Year	Starting Membership (1)	Existing Members Terminated (2)	New Members Admitted (3)	New Members Terminated (4)	Calculated Membership Total (5)	Terminated Members in SAR Report (6)	Membership at Year End (7)	Total Terminated Members (8)	Net reduction (9)	% Reduction (10)	Members Who Wore A Pin (11)	Attrition (12)
2007 - 08	406,260	-36,862	45,508	-2,427	412,479	9,401	403,078	-48,690	-3,182	-0.78%	451,768	-10.7777%
2008 - 09	403,078	-41,003	43,420	-2,833	402,662	8,732	393,930	-52,568	-9,148	-2.27%	446,498	-11.7734%
2009 - 10	393,930	-38,806	43,511	-2,747	395,888	9,717	386,171	-51,270	-7,759	-1.97%	437,441	-11.7204%
2010 - 11	386,171	-39,234	42,967	-2,959	386,945	9,102	377,843	-51,295	-8,328	-2.16%	429,138	-11.9530%
2011 - 12 (13)	377,843											
Average	397,360	-38,976	43,852	-2,742	399,494	9,238		-50,956	-7,104	-1.75%		
Totals		-155,905	175,406	-10,966		36,952		-203,823	-28,417	-6.99%		

Footnotes:

- 1 - Published July 1 starting SAR membership for USA, CAN and CI
- 2 - Number of Starting Membership that left Rotary during year
- 3 - Number of New Membes who joined Rotary during year
- 4 - Number of New Members who left Rotary during same year
- 5 - A calculated total which is a total of the Starting Membership and the number of new members, less the terminated existing members and terminated new members
- 6 - The number of members who were terminated during the July - September period as clubs files their annual SAR report
- 7 - The number of members after subtracting the terminated members in the SAR reports from the calcuated membership
- 8 - A calculated total number of members lost each year - Existing Terminate, New Members Terminated and Terminated in SAR report
- 9 - Net change in membership - Starting Membership less Membeship at Year End
- 10 - The percentage of change between Starting Membership and Membership at Year End
- 11 - The total number members who wore a Rotary pin in the respective year - Starting Membership plus New Members
- 12 - The percentage of the number of Total Terminated Members versus the Members who wore a pir
- 13 - Only data available for current 2011/12 Rotary year is Starting Membership;

Report data based on club retention report generated for U.S., Canada and Caribbean

Existing and New Member Attrition Rates		
	% loss	% retention
Average annual existing members loss*	-9.81%	90.19%
Average annual new members loss*	-6.25%	93.75%
* This number is approximate as we cannot split the figures of the July-Sept losses reports into Existing Members and new members		

North America Statistics	
Number of Zones in North America	11.5
Number of Districts in North America	167
Number of Clubs in North America	8,791
Average Number of New Clubs created each year (5 year avg.)	78
Average Number of Terminated clubs each year (5 year avg.)	65

Exhibit B

NORTH AMERICA MEMBERSHIP PLAN QUANTITATIVE OBJECTIVES

Rotary Year	July 1 Starting Membership	Attracting New Members			Total New Members	Members Who Wore A Pin	Retention		Membership at Year End
		Base (1)	Incremental - New Clubs (2)	Diversity (3)			% Loss	Total Terminated Members	
2012 - 13	371,000	44,000	555	3,516	48,071	419,071	11.0000%	46,098	372,974
2013 - 14	372,974	46,000	1,181	3,516	50,698	423,671	9.7500%	41,308	382,363
2014 - 15	382,363	50,500	1,390	3,516	55,406	437,770	8.5000%	37,210	400,559

Footnotes

1 - Average New Members Per Year is 44,000, or 5 new members per the existing 8791 clubs. The objective is to increase this by .25 each year

2 - Incremental Membership by increasing the rate of new clubs from current 46.7% level, to 60% in 2012/13, 75% in 2013/14 and 80% in 2014/15: difference between the average of 78 clubs/1950 charter members and projected goal

3 - Increase membership from diversity by adding an average of .4 members per 8761 clubs each year

Plan Summary	Base Using	3 Year Total	Difference
	Current Avg.	From Plan	
Membership Growth From Additional New Members	132,000	154,175	22,175
Additional Membership Growth from a Reduction of Terminated Members	153,000	124,616	28,384

North America Membership Plan
Retention Plan 2012-2015

ROTARY INTERNATIONAL: NORTH AMERICAN MEMBERSHIP STRATEGIC PLAN

Category	Club	District	Zones (RC)	Rotary International Staff
Overall	1 Establish retention goals to work toward annual retention plan.	1 Promote tools and information to clubs regarding membership retention.	1 Provide tools to Rotary Coordinators to help train district leadership to:	1 Provide retention resources for clubs and the ability to access club retention rates.
	Utilize tools and best practices to improve annual retention rate from year to year.	Conduct assessment and provide data on retention rates of clubs throughout the district.	Objectively assess retention statistics.	Include a section on measuring retention rates in the training curriculum for PETS.
	2 Create and use an annual retention plan to ensure a methodical review of each member to determine if they are engaged and satisfied	Educate clubs on where to find their retention rates and how to monitor them.	Recognize retention is an opportunity that district leadership can address. Existing clubs may, or may not, recognize or understand their lack of focus or success with retaining members, and they may not understand retention rates and the opportunities or actions to demonstrate improve.	Provide historical data to clubs on retention rates (past five years) to help demonstrate trends.
	Encourage club use of new <i>Annual Member Involvement Appraisal</i> and other member engagement instruments available	Provide training to club and district leadership to help the clubs recognize the importance of retention.	2 Providing training focused specifically on membership retention.	2 Facilitate discussion forums and communication about club best practices
	3 Focus efforts of club leadership on retention and retention rates.	Equally emphasize the importance of retaining current members in addition to attracting new members.	Train club and district leadership how to access and evaluate retention data. Communicate through and access supplemental training programs - RLI, leadership assemblies, PETS.	Facilitate discussion forums and communication about club best practices.
	Provide training at PETS, District Assemblies, and Membership Seminars.	Stress the importance of retention to Rotary as well as retention at the club level.	Equally emphasize the importance of retaining current members in addition to attracting new members at Rotary Institutes.	Provide communications through existing member resources on strategies and tactics to affect club demographics
	Provide club with their retention rates and statistics.	2 Provide training to club and district leadership on assessment tools and how to use.	Help clubs determine how to establish goals and action plans to increase retention.	3 Include material on retention and retention rates in training for zone, governor and district leadership.
	4 Use tools, training and best practices to help clubs focus on ways to retain their members.	Review and demonstrate the use of annual 'customer or member satisfaction' surveys.	Provide training modules that can be used by districts to focus on retention.	Governors-elect training seminar, International Assembly, Rotary Coordinator and District Membership Seminars.
	Provide guidelines for clubs to set annual retention goals.	Work with clubs to understand the benefits of allowing members to provide feedback about membership satisfaction	Help districts include retention in vision facilitation and strategic planning.	4 Provide sample "annual customer satisfaction survey" and information on how to interpret and take action upon this information.
	Provide tools, programs and best practices for retention - education, information, mentoring, engagement.	Provide surveys for club use and train clubs how to take action on the results of the survey	3 Provide information and motivation to districts to help them recognize that retention is beneficial to the clubs, districts and Rotary	5 Provide retention data to zone, district and club leaders to assist with goal setting and establishing an annual retention plan.
	5 Provide assessment tools for clubs to evaluate membership engagement and provide for membership feedback.	Include the topic of retention in club vision facilitation and strategic planning.	Provide an avenue for sharing of success stories on membership retention.	Provide ongoing retention data to zone, district and club leaders.
	Club surveys		Provide assessment tools for club and district use.	Assist with establishing goals to improve retention rates.
Club assemblies and focus groups.				
6 Help club leadership to recognize that their "primary customers" are their club members and the club must continue to make the club relevant and desired by its membership	3 Educate clubs and members about retention goals and an annual retention plan.	4 Assist and educate districts on retention goals and an annual retention plan for their district and clubs.		
Conduct annual "customer satisfaction surveys" to identify and address opportunities to improve the club, and make it more relevant to existing members	Promote and train members on retention rates and goal setting.	Promote and train district leadership on retention rates and goal setting.		
Committee	1 Implement new club membership leadership structure	1 Implement district membership leadership structure	1 Specific focus on membership retention.	1 Provide recommended leadership and committee structure.
Structure	Establish position for club membership retention chair and retention committee separate from membership development chair and committee.	Establish subcommittees of the district membership committee: district membership retention committee and district membership development committee.	Use of membership engagement and satisfaction surveys, interviews, assemblies.	Outline benefits of new committee structure and focus on retention positions.
	Utilize club trainer position to work with retention committee on retention strategies and educating members.	Committee to work with District Trainer to focus on retention strategies, seminars and programs targeted to "engaging" members.	2 Communication and sharing of club and district successes with membership retention.	Provide suggested committee structure as an option.
	2 Establish activity goals focused on membership retention.	2 Provide ongoing retention training opportunities.		
	Set goals for fellowship activities, club assemblies focused on Rotary education and Rotary benefits.	Membership seminars, webinars.		
Benefits of	1 Promote benefits of membership to Rotarians.	1 Focus dialogue on the "benefits of membership" and how these opportunities can keep members from leaving Rotary	1 Train district leadership to express the benefits of membership in Rotary to incoming and current members.	1 Provide focus on membership benefits and direct correlation to membership retention.
Membership	Encourage clubs to express the exclusive benefits of membership in Rotary to their members at club meetings and events and in club communications	Train the trainer programs. Help membership committee understand and speak to the "exclusive benefits" of Rotary club membership.	Promote available resources outlining membership benefits.	Emphasize benefits of Rotary that keep members in Rotary.

**North America Membership Plan
Retention Plan 2012-2015**

Category	Club	District	Zones (RC)	Rotary International Staff
	Programming focused on "what's in it for me?" and providing value	Promote membership benefits through district communications: newsletter, Assistant Governor, club visits.	2 Focus on resources that promote the value of membership.	Communicate and share retention success stories.
	Match opportunity for service to vocation.	Share best practices amongst the clubs	Personal development and training of members: public speaking, leadership training, project management, fund raising, non-profit management, etc.	Provide materials for clubs that outlines the benefits of membership that can be promoted in training functions.
	Focus on Vocational Service as opportunity to provide training and development of membership. E.g., improving public speaking, leadership development, fund raising skills, etc.		3 Provide leadership and training that business networking was key reason of creation of Rotary	Update all membership communications to include a focus on the exclusive benefits of membership. This includes membership materials, publications, website, etc.
		2 Participation in Rotary Leadership Institute (RLI) and other regional leadership programs (not official programs of RI, regional efforts).		
	2 Promote and encourage participation in RLI and/or other leadership education programs.	Join and/or increase participation in RLI and other regional leadership programs (not official RI programs).		
	Encourage club goals to increase the percentage of members who participate in RLI and/or other leadership education programs.	Promote several sessions per year.		
		Promote benefits of joining training and facilitation teams.		
		3 Promote or develop programs that are focused on the family members of Rotarians		
		Youth exchange, speech contests, service projects for Rotarian and family members (particularly for high school community service requirements)		
Evaluation	1 Provide evaluation process for retention success.	1 Measurement tool for club and district retention success.	1 Provide communication and reinforcement of measurement instruments and evaluation of retention rates.	1 Provide measurement instruments for clubs on retention.
	Provide measurement tool for a club's self-assessment of retention success.	Monitor retention statistics on an on-going basis and keep members informed of status.		Explain how improving retention can grow club participation and strength in community.
				2 Provide measurement of progress toward increased retention.
	2 Provide opportunity/resource for club's sharing of retention success stories.			
	Individual sharing of retention successes.			
	What's working and what is not working?			

****Revision of current materials and resources are to be handled within currently established revision timetables.

Rotary Coordinator expectations are to be handled within the positions' currently designated responsibilities.

**North American Membership Plan
Diversity Plan 2012-2015**

ROTARY INTERNATIONAL: NORTH AMERICAN MEMBERSHIP STRATEGIC PLAN

Category	Club	District	Zones (RC)	Rotary International Staff
Overall	1 Objectively self-assess if club demographically represents their community.	1 Promote tools and information to clubs to objectively assess if Rotary is represented in the key demographic communities throughout their district	1 Provide tools to Rotary Coordinators in training district leadership to:	1 Secure sources of objective demographic information that can be accessed by clubs to assess the demographics of their community
	Providing training in presidents-elect seminar (PETS), district assemblies, and membership seminars on the benefits and need for club diversity	Conduct an objective assessment of the entire district, independent of the clubs to look for new club opportunities and to provide resources and training to the clubs	Objectively assess the demographic diversity of the district	Include in the presidents-elect seminar training curriculum methods of assessing demographic diversity
	Provide objective data by community to clubs (footnote 1)	Determine if demographic diversity should be a key objective of a district's strategic plan	Recognize diversity is primarily a district leadership opportunity. Existing clubs may, or may not, look at diversity as an opportunity. If the clubs do not pursue this objective, the governors, district membership committee, and district leadership are in the best position to pursue opportunities through new club development, sharing of best practices, communication	Negotiate to make third-party/syndicated information available to clubs with objective measurements of demographic diversity among Rotary's target audience within the local communities (footnote 1)
	2 Use resources, training and best practices to help clubs change their demographics in becoming more diverse	Look for new club opportunities to increase demographic diversity; consider developing "area" strategies within the district	2 Providing training focused on diversity issues	2 Facilitate discussion forums and communication about club best practices
		Provide training to clubs to motivate them to consider diversity	Training club, district membership committees, and district leadership how to access and evaluate objective demographic data. Also, communicate with supplemental regional leadership training programs - RLI, Leadership Academies, STARS, etc.(accommodated by regional leadership as not official RI programs) to include diversity assessment and implementation	Provide information in membership communications by providing strategies and tactics to affect club demographics
		Assess if district leadership represents key demographics in the district - e.g., governor, governor-elect, governor nominee, committee chairs, etc.	Include focus on diversity at rotary institutes and zone assemblies/seminars.	
	3 Integrate demographic diversity into club visioning process and long term club and strategic plans	2 Provide training to club and district leadership to help the clubs understand how increased diversity is beneficial, and motivate clubs to make diversity a priority	Help clubs to determine how to establish long term goals and action plans to increase diversity	3 Include in training for zone, governors and district leadership regarding benefits of diversity and how to measure and affect change of district's demography
	Establish a long-term plan to objectively achieve	Articulate the benefit to the clubs of increased diversity	Provide training modules that can be used in the districts to focus on diversity	Governors-elect training seminar, International Assembly, seminars hosted by Rotary coordinators and Rotary public image coordinators and district membership seminars
	Use tools provided in districts's visioning program, if available	Help clubs to recognize the importances of objectively measuring and assessing community demographics versus club demographics	Help districts include diversity issues in club visioning program	
		3 District governor and leadership to include increased diversity as key district objective	3 Provide information and motivation to districts to help them recognize that diversity is beneficial to the clubs, districts and Rotary	
	Include diversity as key membership growth objective			
	Provide a focus on this issue in district communications and events			
	4 Encourage district leadership to identify four to eight individuals who represent key diversity opportunities (e.g., female, age, ethnic) and "fast track" them into visible leadership roles within the district.			
	5 Consider integrating diversity issues in the club visioning program			
Female	1 Clubs to recognize the opportunity and make diversity a priority	1 Increase awareness of the opportunity to increase membership of qualified female members	1 Focus on female leadership in Rotary	1 Focus on female leadership in Rotary
	2 Encourage clubs to establish female diversity goals	2 Help clubs establish goals to increase female membership	Board level; RCs, RPICs, RRFCS, key staff	Explain positive effect on organization
	If clubs are less than 50% female, encourage clubs to target a 10 point annual increase in qualified female members (footnote 2)	3 Promote in newsletters (visually)	2 Provide training for district leaders to identify ways to increase female membership	Feature RI Board composition
		4 Look for new club opportunities		2 Provide measurement of progress for increased female membership over three year period
		5 Ensure female speakers and program at district conference		
Age	1 Clubs to recognize the opportunity and make diversity a priority	1 Look for opportunities to charter clubs that better serve younger demographics	1 Train district leadership to express the 'benefit of membership' in Rotary that is relevant to younger demographic (personal, business and family development)	1 Focus on younger leadership in Rotary
	Encourage clubs to establish specific goals to increase membership of younger Rotarians	Charter at least one club targeted to younger professionals	Develop a list of 'exclusive benefits' of membership and convey information to district leadership	Explain positive effect on organization
	If the club's average age is 58 years or older, encourage clubs to reduce average age by 2 points annually. (footnote 3)	Charter at least one e-club (dependent on current maximums)	2 Provide dialogue and encouragement to look for new areas of service to younger members	Feature RI Board composition
	2 Promote exclusive benefits of membership in Rotary that are relevant to younger Rotarians	2 Help clubs recognize that to attract younger members they need to be attractive to younger members	Promote personal development and training of members - public speaking, leadership training, project management, fund raising, non-profit management, etc.	2 Provide measurement of progress for younger average age of membership over three year period

