

Keeping People Involved: Creating a New Model for Service Organizations

Kay Biga
University of Wisconsin – Superior

Patrick Spott
Spott Law Office

Emily Spott
Spott Law Office

Developing and keeping younger people involved is a problem facing many nonprofits. Traditional service organizations are losing members at an unprecedented rate. Incorporating Generation Xers and the Millennials will be key to the sustainability of service clubs. Methodology includes a comparison between the Duluth Superior Eco Rotary Club and other Rotary clubs and service organizations using the following factors: attendance, gender, age and participation. Results show that changes in meeting time, price, length of meeting time, atmosphere, gender, age and type of activities can aid leaders in developing and keeping younger people more involved.

INTRODUCTION

It might just be human nature, but people like to work together to achieve common goals. Increasingly, that means helping local, national and international communities solve pressing social problems that governments cannot address due to limited resources. The competition for new members who can help a service organization fulfill their mission is fierce.

The traditional service organizations like Rotary, Kiwanis and Lions are losing members at an unprecedented rate (Atkins, 2011, ¶ 7) Many of the practices that used to be desirable do not translate well to a younger generation. For example, some of the sacred cows at a Rotary meeting (the Pledge of Allegiance, reciting the Four Way Test, singing the Happy Birthday song, “kicking the Golden Can” and a religious invocation) are actually scaring potential members away.

The question of how to keep people involved by creating a new model for service organizations needs to be answered. The first step is to become aware of changes in demographics and the trends in nonprofits. The second step is to analyze the marketing, finance/accounting, membership development and retention and management of a service organization to see if there is a better way forward. The new Duluth Superior Eco Rotary (hereinafter Eco Rotary) will be compared to more traditional clubs in the Duluth, Minnesota and Superior, Wisconsin area. The last step will be to offer some prescriptions and conclusions that will provide a blueprint to build a more effective service organization.

BACKGROUND

Demographics

The Millennial generation is going to be very large. Predictions are that this group may one day be as large as 100 million and surpass the Baby Boomers. This increase in population is due a change in attitude (Howe & Strauss, 2000, p. 74). Americans have a love affair with children and the next generation wants to have more children than their parents. These children are very “wanted” as evidenced by the prevalent use of fertility treatments and later in life pregnancies (Howe & Strauss, 2000, pp.78-79). There are a number of demographic changes affecting the Millennials. They have older parents, there are more “firstborns”, parents with a higher level of education and a slowdown in the number of single family homes (Howe & Strauss, 2000, pp. 80-81).

What does the coming Millennial revolution mean? (Howe & Strauss, 2000, p. 66) The way Millennials will rebel against the older generation will be to reject the excesses of their parents. They will focus on the needs of the community rather than the needs of the individual (Howe & Strauss, 2000, p. 67). The Millennials might even become a “hero” generation. Because of the way they were raised, they see themselves as special and capable of great things (Howe & Strauss, 2000, p. 360).

Generation Xers have more economic insecurity and will likely have lower wages than their parents did when adjusted for inflation. There is a legacy of economic, social and environmental debts that this generation has inherited (Halstead, 1999, pp. 4-5). Overall traditional civic participation is down and incivility is on the rise. In addition, Generation X faces huge environmental problems (over fishing, loss of species, increased greenhouse gases and global warming) (Halstead, 1999, p. 7).

There are three important differences between Gen Xers and the Baby Boomers: 1) they entered into the social-change field in different ways, 2) Gen Xers may work just as hard, but they are more conflicted about the effect that their work life is having on their personal life and 3) the newer generation is more willing to experiment with different organizational structures (Kunreuther, 2003, p. 5). This willingness to try a new way of “doing business” can help the revamped nonprofit succeed.

Many traditional service organizations are made up of Baby Boomers (and their fathers). These leaders know that they should recruit younger members, but may not know how to do it. Ferringer (2001) articulates a number of examples of ways to attract younger members and to expand the Rotary Service Club model, including:

- “Through a student membership initiative, the Rotary Club of Hope Island, Queensland, Australia, invites college-age students to meetings and subsidizes the cost to bring a youthful perspective to the club.
- The Rotary Club of Las Vegas, Nevada, USA, has created the 25 Club, a club within-a-club. The members hold additional meetings, sponsor regular social gatherings, and carry out a number of service projects. The inductees are generally younger, and after a year, they transition into the parent Rotary club.
- The Rotary Club of Crawley, Western Australia, Australia, started a mentoring program that helps new members transition into the club. The club's average age is now in the 30s.
- The Rotary Club of Bricktown Oklahoma City, Oklahoma, USA, meets in a tavern. First-time guests are treated to two free beverages, compliments of the club.
- The Rotary Club of South Metro Minneapolis Evenings, Minnesota, USA, meets in the evenings and lowers costs by not having meals. The third meeting of the month is a happy hour/networking event at different locations in the city. The fourth meeting is a volunteering opportunity.”

In the Clarkson University foundation office there was a clash between older and younger workers. The baby boomers wanted to handwrite everything and were very uncomfortable with computers. The

younger workers embraced the technology, but were almost too dependent on e-mail (Joslyn, 2010, p. 1). Tensions between the silent generation, the baby boomers, Generation X and the Millennials are increasing at many workplaces, including nonprofits. The workers have varying levels of tech savviness and clashing communication styles. (Joslyn, 2010, p. 1) The younger generations are not yet taking over the leadership in nonprofits, because of the postponed exits of the baby boomers (Joslyn, 2010, p. 2).

Millennials pose a challenge to managers, because they want to mix their work and personal lives. They are unlikely to stay with one organization that can be viewed as a lack of commitment. However, it might not be good to fixate on longevity and the “churn” that happens might be very positive. Managers should utilize the same practices with the workforce as with donors and volunteers (Joslyn, 2010, p. 3).

One area of concern for nonprofits has been the potential leadership void created by the retirements of the baby boomers. In fact, a 2007 survey conducted by the Young Nonprofit Professionals Network raised the alarm that young nonprofit workers did not aspire to be promoted to executive director. The reasons were the high level of stress and the difficulty of balancing their personal life (Johnson, 2009, p. 285). The baby boomer generation has been referred to as the “pig in the python”. Following the boomers is the baby bust and then the baby echo. These demographic changes will have a profound effect on the number of workers available (Johnson, 2009, p. 287).

Nonprofits

There are five emerging trends to consider in the social sector: 1) demographic shifts will redefine participation, 2) technological advances, 3) utilizing networks to organize work in new ways, 4) a rising interest in civic engagement and volunteerism and 5) the blurring of sector boundaries (Hildebrand, La Piana, & Mendes, 2009, p. 5). Especially good news, for service organizations, is the fact that more and more people want to volunteer their time and talents.

Although many nonprofits feature an intergenerational workforce, they must learn to share the leadership with younger participants (Hildebrand, La Piana, & Mendes, 2009, p. 7). This will change the way that work is accomplished, because the next generations are interested in more of a balance between work and life.

Concerning the utilizing the tools and technologies, many service organizations fall far behind the business sector, by not using a website, social media or online giving. Changes to the structure will probably result in flatter and more decentralized organization. This new structure is appealing to younger members.

Two of the most important factors for the small, nonprofit is organizational culture and vision (Beck, Lengnick-Hall, & Lengnick-Hall, 2008, 155). The impact of culture is not exactly determined, but there appears to be agreement that it is important to increase the strength and cohesiveness of the culture. A small nonprofit organization usually has a simpler, less hierarchical structure. Members have less job specialization and people often adopt multiple roles where they have the authority to make more decisions (p. 156).

Surprisingly, there can be pushback where the members of a service organization actually demand more regulation, procedures, and systems than are actually needed. The absence of these regulation is often what draws members in, so it is noteworthy that this pushback occurs.

Many nonprofits measure “success” in terms of resources gained and spent (money raised, number of clients served). This makes sense for some organizations, but it fails to recognize the non-monetary component of certain nonprofits. These organizations also have an educational or spiritual *raison d’être* (Shoichet, 1998, p. 72).

With a three-dimensional model, organizers can also recognize the importance of stakeholders. For example, a manufacturer would need to make an accommodation to satisfy an environmental group. It could even lead to the building of partnerships that are sustainable. These donor constituencies need to be both built and sustained, but can prove invaluable (Shoichet, 1998, p. 73).

An organization needs to “know who they are” so that they can develop the best organizational structure. This “examination of identity should become an integral part of organizational development for nonprofit organizations.” (Young, 2001, p. 139) There are many organizational options to choose from

and this flexibility gives the leadership the ability to pick the right form. Organizational identity analyzes what is enduring, central and distinctive about the organization (p. 140).

In the case of the volunteer organizations there are different factors in play. For example, informal structures are more vulnerable to the loss of key people than those that are more formalized and structured. Additionally, a structured and more hierarchical national structure will help the organization to survive. Rotary International is a good example of a structured and hierarchical organization which explains why Rotary has grown and thrived for over a hundred years. Also, organizations with activities that are extroverted are also more likely to survive. Finally, Wallebaek (2009, p. 271) argues that high functioning board members are crucial to an organization's long-term survival and sustainability (Wallebaek, 2009, p. 271).

It is possible to design a voluntary organization that has a maximum chance of survival. Although this type of association may not seem as strong as other types of organizations, the right structure, board make up and activities can make a big difference. People are increasingly interested in joining a group that has less structure and is more informal. Evidence exists that this will work as long as they are involved in a "greater cause." (Wallebaek, 2009, p. 278)

ANALYSIS

It is necessary to analyze the marketing, finance/accounting, membership development and retention and management needs of a service organization. A comparison will be made between the Eco Rotary model and the traditional model utilized by other clubs in District 5580.

Marketing

In every marketing textbook there is an explanation of the 4 P's of marketing: product, price, promotion and place (Scarborough, 2012, p. 299). The four "P"s of marketing apply to service organizations in the same way that they do for other businesses and organizations. Let's look at them one by one:

Price

A potential member's decision to join may be based on the price of participation; "The price of the product or service is a key factor in the decision to buy." (Scarborough, 2012, p. 301)

Most of the traditional Rotary clubs charge their members an annual amount of \$130, that is paid to Rotary International and their district. In addition, clubs will charge a monthly or quarterly amount to help cover club expenses. Weekly meetings cost anywhere from \$ 8.50 for a buffet lunch in Superior, WI to \$45.00 for a three course lunch with wine in Zurich, Switzerland. The meal charge is often assessed whether the member attends the meeting or not. Members are expected to participate in every fundraiser. For example, Duluth Club # 25 requires members to sell 40 dozen roses each year. When everything is added together the total cost of membership can be upwards of \$ 2000 per year. The Duluth Superior Eco Rotary in their attempt to attract younger, less traditional members has a significantly lower cost structure.

Product

Service organizations need to revamp the product they are offering to a potential member. The traditional model is at the end of its product life cycle and to quote Scarborough "in the product decline stage." This is the time to consider what changes are needed (2012, p. 299 - 300)

There were 65 clubs in District 5580 when the Eco club started, but only a couple of them met in the evening. Most of the traditional clubs meet in a hotel setting during breakfast or lunch. However, one of the techniques adopted by clubs in larger metropolitan areas is to meet in a busy restaurant or bar. The Eco club considered a number of locations such as: Northland Country Club (too far), the Pickwick restaurant (management problems at the time) and the Inn on Lake Superior hotel (not set up for service clubs).

Ultimately Blackwoods on London Road was selected, because they would guarantee a weekly meeting space and adhere to a \$ 5 per person price point for a non-alcoholic beverage and snacks. The \$ 5 includes tax and service. It should be noted that the restaurant gets a significant amount of add on bar and dinner business from the Eco club. The management at Blackwoods also allows the club to hang a sign in the lobby and stores the club's equipment (name badges, projector screen, retractable banner).

Promotion

The goal of a nonprofit service organization from a promotional standpoint is to “create a brand image, to persuade customers to buy and to develop brand loyalty.” (Scarborough, 2012, p. 301) Guerrilla marketing strategies encompass a variety of characteristics including, “unconventional, low-cost, creative techniques...for more bang for their marketing bucks.” (Scarborough, 2012, p.268)

Press Releases

One of the least expensive forms of advertising is a press release to the local media. In the case of the Duluth/Superior area there are several options: Duluth News Tribune, Superior Telegram, Business North and the Duluthian magazine (Duluth Area Chamber of Commerce publication).

In the past the local service organizations did not send a release out when a new member joined. Now that the Eco Rotary club established that practice all of the other clubs are joining in. It is important to send some biographical information and a photo along with the press release. This practice allows others in the community to know who is in the club and gives the new member a sense of connection to the club in the early days of membership.

Rotary International

Over the past five years since inception Rotary International has featured the Duluth Superior Eco Rotary club. Two times there were stories on the international website and one story in the Rotarian magazine. The magazine is sent to all 1.2 million Rotarians around the world so the reach is tremendous. The focus of the articles is how the Eco Rotary club is attracting younger members.

This type of marketing is more problematic, because there isn't a guarantee that a club would garner this much attention. In the case of Eco Rotary the stories were prepared by one of the staff writers who had simply been intrigued by the name Eco Rotary.

The Eco Rotary also applied for and received a Presidential Citation by completing a variety of tasks such as having a gain in membership, promoting Rotary in the community and participating in international projects.

Rotary District

For most service organizations there are divisions related to either population or geography. The Eco Rotary club is in District 5580 that covers northern Minnesota and North Dakota. There are 66 clubs in the district. There is a monthly newsletter and clubs are invited to submit news items and photos to it.

There is an annual conference that is held at locations throughout the district. At this conference Eco Rotary has received awards for both their website and membership growth in their first two years.

Ad in Duluth Superior Magazine

Each year Duluth Superior Magazine, publishes an edition that features the environment. The Eco Rotary places an ad in that edition encouraging people to get involved. The cost is approximately \$ 270 which is a significant amount of the Eco club's limited ad budget.

Targeting specific groups

The target market for Eco Rotary are Gen Xers and Millennials and potential members have been recruited from the following: Leadership Duluth graduates, Duluth News Tribune's 20 under 40 and folks with ties to environmental organizations. A few Rotarians from other clubs switched to the Eco club, but they were not solicited.

Website

Surprisingly not all service organizations have a website. The Eco club asked for volunteers from the club to work on it. One of the club members offered to get things going with the ultimate goal of having others maintain the content. After a quick start utilizing a website template, the development of the website has been slow. (www.duluthsuperiorecorotary.org) With no money available to hire someone to work on the website, the lack of current content is a continuing problem.

Social Media

The Eco club has done a good job with their Facebook page, but has not expanded to either Linked In or Twitter. Facebook makes it easy for members to post pictures of the service projects. A good example of a club making use of Facebook is the new Eco Rotary of Morro Bay, California (<http://www.facebook.com/EcoRotary.MorroBay?sk=wall>)

Marketing Committee

This committee has been very inconsistent. The members who have the best skills are not the ones who have volunteered to work on the marketing committee. The initial buzz regarding the Eco club has decreased, because the marketing committee has failed to send out regular press releases. This is an immediate action item for the club in light of natural attrition of members and the need to attract new members.

Place

The choice of venue was very important to the founders of Eco Rotary. Specifically, “Place has grown in importance as customers expect greater service and more convenience.” (Scarborough, 2012, p. 300) That is why the Blackwoods location is so desirable. It has a beautiful meeting space overlooking Lake Superior conveniently located off of the freeway and with plenty of free parking.

Finance and Accounting

In order for a service organization to be sustainable, adequate funds are required. In addition to an initiation fee, there are often monthly or quarterly dues. In the Duluth-Superior area there is a wide variety in the pricing of the other five Rotary clubs: Duluth # 25, Harbortown, Superior Sunrise, Superior # 40 and Skyline. In addition there are other services organizations that compete for members, such as: Duluth Lions and the Kiwanis Club of Friendly Duluth.

The lower dues structure at Eco Rotary has given the club a competitive advantage with some members. To date only one person has stated that they left the club, because the dues were more than they could afford. The November 2011 Satisfaction Survey indicated that only 4% of the members felt that membership fees were too high.

The main disadvantage of low membership fees is that the club cannot fully participate in many of the Rotary International projects. For example, most Rotarians are asked to give \$ 100 per year to the Rotary foundation. The Eco Rotary set a goal of \$ 2 per member and that is paid out of the annual dues of \$ 130. In a club of 44 members it means the difference between \$ 4400 and \$ 88. This does not appear to have brought negative scrutiny to the club by Rotary International, but it is clearly not the norm.

The accounting is handled by the sergeant at arms that collects money at the registration table. The \$ 5 per week that is collected goes directly to the restaurant where the meetings are held. In order to make things convenient for the members, a member can purchase a punch card so that they do not have to handle cash each and every week. The card is kept in the name badge holder so that it is convenient. Some clubs will charge for the food and some of the money is retained by the club and not passed on to the food provider. Also, in some clubs you pay for the meal regardless if you attend the meeting or not.

It is important to have a separation of duties concerning the handling of money. In the case of Eco Rotary, the financial statement is prepared by someone other than the person collecting the money. The monthly financial statement is reviewed at the monthly board meeting.

All members must pay Rotary International and District dues which are currently \$ 130 per year per member. Many clubs also charge monthly dues that go directly to the club. These can range from \$ 5 - \$ 30 per month per member. New members pay up to \$ 200 as a nonrefundable initiation fee. In District 5580's largest club, Duluth Rotary # 25, members are charged \$ 14 per week for lunch. This money is paid whether the member eats lunch or not. Because the club is only charged for the number of meals that are actually eaten, this constitutes a significant source of unrestricted income for the club.

Duluth Rotary # 25 employs an executive director, one full-time assistant and one part-time assistant. The budget for this 233 member club is over \$ 500,000 per year. This requires ongoing fundraising efforts and higher fees. Like many other service organization Duluth Rotary # 25 does not accept credit card payments.

Membership Development and Retention

One of the keys to a successful nonprofit organization is membership development and retention. In order to sustain the programs and funding sources, a stable or growing number of members are needed. In fact, the November 2011 satisfaction survey list membership growth as the number one way to improve Eco Rotary.

In the case of Rotary International the initial number for a club to be chartered is twenty members. There are clubs that have as few as seven members (Eco Rotary of Manatee, Florida) and clubs that have 200 plus members (Duluth Club #25). Developing systems to deal with such big differences in size is definitely a challenge. Eco Rotary had 26 members when they received their charter in November 2008.

Aside from size, clubs have a very different make up regarding age, gender, race and religion. For example, there are 1.2 million Rotarians worldwide and approximately 16% are women. The Duluth Superior Eco Rotary club started with two women founders and initially

70% of the members were women. That number is now approximately 60%, but is still far above regional, national and international averages.

Eco Rotary did not have a particular strategy to have a higher percentage of women members, but that is how it naturally evolved. Part of it might be that more women feel welcome in this club. Rotary International has added a fifth avenue of service called Next Generations. They are very concerned about the future of Rotary, because younger members are not interested in a weekly commitment and an emphasis on fundraising.

There are several ideas that might taken away from the Eco Rotary experience including, loosening the definition of who might make a good Rotarian. Traditionally Rotarians were the heads of their own organizations and usually more affluent so that they could afford the membership fees. Because of Eco Rotary's emphasis on low cost, more folks are able to consider membership. In today's world, more people are working from home and might only have one or two employees. A big company is not paying their membership fees so cost becomes an even larger issue.

An area where Eco Rotary has struggled is having a thorough orientation program for a new member. Currently the club secretary gives a verbal run through of the club's activities and ways to get involved. The club has not taken full advantage of the written materials that Rotary provides. Recently they have started sending out an insert from the Rotarian magazine to new members on RotaryBasics. One way that Eco Rotary club members get involved is by volunteering for a service project. Some members can be intimidated by jumping right in to an event with people they don't know well. Another area for improvement is providing additional resources for members on the website. Surprisingly many Rotary clubs do not enough have a website. Even those that do, like Eco Rotary, underutilize the opportunities to post information for the membership.

Management

Planning

Goal setting and planning are important tools for an organization. A well established organization such as Rotary International sets short term and long term goals that help fulfill the mission and vision.

Their overarching goal worldwide is the complete eradication of polio and then devote many resources to achieving that goal. (Rotary.org)

In the case of the Eco Rotary club founders organized a meeting of approximately 14 people in July 2008 to discuss the idea of forming a club. Most of the invitees had indicated interest in joining a service organization, but had not found the right fit. Key among the invitees was a representative from the Superior Club # 40 club. All new Rotary clubs must have a sponsoring club and the folks in Superior agreed to serve in that role. A couple of follow up meetings occurred and by September 2008 the club was meeting provisionally while waiting for their charter to be approved.

After approximately one year of operation, the president of Eco Rotary organized a strategic planning session. One of the main topics was the ultimate size of the club.

Space limitations at the Blackwoods meeting location would cap the size of the group at 55 – 60 members. Based on the initial rate of membership growth this might have become a significant problem. However, the growth rate of the club has slowed and it is no longer a concern.

A second strategic planning session was planned to coincide with the three year anniversary of the club. Of course, each organization needs to align their strategic, tactical and operational plans. Use of a strategy map can be useful. The Eco club has standing plans to guide the operation of the club as well as single use plans to achieve certain one-time only goals.

Organizing

Rotary International and District 5580 have a hierarchical organizational structure. Work duties are highly specialized. Depending on the individual club there can be just one or two committees up to as many as 26 committees as is the case with Duluth Rotary Club # 25.

Every Rotary club is required to have a president, vice president, secretary, treasurer and a sergeant at arms. The sergeant at arms is supposed to make sure that the meeting space is ready and the meetings run smoothly from a logistical point of view. The Eco club has made a modification of the sergeant at arms duties so that person's main job is keeping track of and reporting attendance and finances.

Eco Rotary wanted to utilize a flatter organizational structure where there is less hierarchy when making decisions. Although Rotary International and District 5580 are highly centralized in their operations, club founders wanted a more decentralized environment. There are five approaches to structural design that were considered: Vertical Functional, Divisional, Matrix, Team Based and Virtual Network. Most of Eco Rotary's service projects are conducted by small teams of volunteers who come together for short periods to achieve a goal such as the Dragon Boat Festival or Grandma's Marathon recycling. (Daft, 2012, p. 278) The board of directors meets monthly and all members of the club are invited to attend. Eco Rotary has one person who oversees the service projects and one person who lines up the speakers.

PRESCRIPTIONS/CONCLUSIONS

The search for new ways to keep people involved in service organizations is a top priority for many nonprofits. Without engaged volunteers an organization risks becoming unsustainable and unable to fulfill their mission. It has become so critical for Rotary International that they added a fifth avenue of service called Next Generations.

The following list of recommendations to keep people involved in service organizations should be implemented as a package in order to get the maximum benefit. They are:

Attract Younger and More Diverse Members

This can be accomplished by expanding the typical age range for a Rotarian. Currently there are Interact clubs found in high schools and Rotaract clubs that often are based in a university setting. By recruiting members in the 22 – 30 year age range that may not be involved in Rotaract, it will add a new dimension to the membership.

It is important to understand the wants and need of the younger generations when structuring or restructuring the organization.

“Hands on Service”

Newer clubs are putting less emphasis on fundraising and more emphasis on “hands on service.” Even more established clubs are adding service opportunities for their members. This represents a generational shift where younger people who are from Generation X or the Millennials want to feel a sense of purpose that extends beyond giving money.

Less Emphasis on Attendance

Rotary International lowered the requirement for meeting attendance from an historic level of 60% to 50%. This means that to be in good standing a Rotarian would have to attend two events per month. In the case of Eco Rotary there are many ways to achieve the 50% level. You could attend any two of the following: a regular club meeting, participate in the monthly service project, attend the monthly fellowship event called Fun Food Night, visit another club or attend a committee meeting. It is even possible to make up online where you spend time on a website learning about Rotary. Even though Eco Rotary puts very little attention on attendance the club consistently exceeds the 50% minimum requirement.

Meeting Location and Time

One of the trends seen in major metropolitan areas is a shift to a livelier, more “hip” location. After much deliberation Eco Rotary chose the popular bar and restaurant, Blackwoods. The club also decided to fill a vacant niche time wise and meet in the late afternoon. Club meetings are from 4:45 p.m. – 5:45 p.m. and time limits are kept strictly.

Environmental Theme

Another opportunity to increase interest in a service organization is to focus on the environment. This can range from the types of projects to the topics of the guest speakers. The Duluth Superior Eco Rotary has been the template for clubs in Florida, California and Thunder Bay, Canada. Inquiries regarding the club’s activities have come from all over the world including, Peru, Nepal, Australia and Indonesia. This thematic approach for a service organization is somewhat unusual, but is now being embraced by both new and existing clubs.

Lower Costs

One of the major objections to joining a service organization such as Rotary is the cost. Between the initiation fee, international and district dues and support of fundraising projects the costs of being a member can be thousands of dollars per year. The Eco Rotary club made a conscious choice to sacrifice club finances in order to maintain an extremely affordable dues structure.

Utilize Guerrilla Marketing Techniques

Social media like Facebook and Twitter are both low cost and appealing to younger people. In addition, press releases promoting club activities are a free way to get the word out. A well designed website can be very effective especially if the content is updated frequently.

District Governor Tom Riley’s report from Fall 2011 describes Eco Rotary as “the new face of Rotary.” Hopefully other service organizations will consider implementing this new model to help keep people involved.

REFERENCES

- Atkins, G. (2011, November). Should we be concerned about our shrinking service clubs. Retrieved November 30, 2011, from <http://asiancorrespondent.com/69006/should-we-be-concerned-about-the-decline-of-our-service-clubs/>
- Beck, T. E., Lengnick-Hall, C. A., & Lengnick-Hall, M. L. (Winter 2008). Solutions out of context: Examining the transfer of business concepts to nonprofit organizations. *Nonprofit Management & Leadership*, vol. 19, no. 2
- Howe, N., & Strauss, W. (2000). *Millennials Rising: The next great generation*. Vintage Books.
- Coffman, S. E. (May 2009). Top-rated environmental nonprofits announced. Retrieved from www2.guidestar.org on April 9, 2011.
- Dees, J. G. (January-February 1998). Enterprising nonprofits. *Harvard Business Review*.
- Halstead, T. (August, 1999). A politics for generation x. *The Atlantic Monthly*.
- Ferringer, M. (April 21, 2011). Rotary clubs make changes to attract younger members. *Rotary International News*.
- Futa, Ed. (April 2010). Report of action of the 2010 council on legislation of rotary international.
- Gowdy, H., Hildebrand, A., La Piana, D., & Mendes, M. (November 2009). *Convergence: How five trends will reshape the social sector*. James Irvine Foundation.
- Johnson, J. L. (Spring 2009). The nonprofit leadership deficit: A case for more optimism. *Nonprofit Management and Leadership*, vol. 19, no. 3.
- Joslyn, H., (2010). Generation gaps threaten nonprofit worlds harmony: Organizations struggle to soothe tensions among employees from all age groups. *Chronicle of Higher Education, Inc.*
- Kofi, A. (May 14, 2001). Towards a sustainable future. United Nations Press Release SG/SM/8239 ENV/DEV/637. Retrieved from <http://www.un.org/News/Press/docs/2002/sgsm8239.doc.htm> on May 1, 2011.
- Kunreuther, F. (2003). The changing of the guard: What generational differences tell us about social-change organizations. *Nonprofit and Voluntary Sector Quarterly*.
- Lionmagazine (February 23, 2010). Find a hands-on lions club project, *Lions Club Blog*, Retrieved from <http://blog.lionsclub.org/2010/02/23/find-a-hands-on-service-project/> on April 17, 2011.
- McQueen, M. (2011). Global outlook: A rotarian's guide to new generations. *Rotary International*.
- Mendes Campos, M. (2011). Building bridges to a sustainable future. Retrieved from www.lapiana.org on April 10, 2011.
- Park, A. (December 2009). Everybody's movement: environmental justice and climate change, *Environmental Support Center*.
- Rotary and the environment. Retrieve from www.rotary.org on April 15, 2011.
- Shoichet, R. (Fall 1998). An organization design model for nonprofits. *Nonprofit Management and Leadership*, vol. 9, no. 1.
- Stein, J., & Beckel, M. (2006). A guide to environmental nonprofits, retrieved from motherjones.com on April 9, 2011.
- Taylor, M., & Lansley, J. (Summer 2000). Relating the central and the local: Options for organizational structure. *Nonprofit Management & Leadership*, vol. 10, no. 4.
- Wallebaek, D. (Spring 2009). Survival in local voluntary associations. *Nonprofit Management and Leadership*, vol. 19, no. 3.
- Young, D. R. (Winter 2001). Organizational identity in nonprofit organizations: Strategic and structural implications. *Nonprofit Management & Leadership*, vol. 12, no. 2.