



# NEW ERA

## COMMITTEE REPORT

### RECOMMENDATIONS FOR EFFECTIVE MANAGEMENT OF GYRO INTERNATIONAL IN THE 21<sup>ST</sup> CENTURY

#### Gyro Administration

Responsive mission  
Modify structure  
Rethink leadership  
Efficiency measures

#### Enhanced Benefits

Member satisfaction  
Sustaining members  
Relevant education &  
information

#### Leading to a GYRO

Which is modern,  
responsive, effective,  
successful, and  
maintains core values

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ANNUAL INTERNATIONAL CONVENTION  
WALLACE ID  
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*Gyro International Executive Council*

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This report was a shared effort of the New Era Committee. It represents their analysis and decision-making of Drafts 1-6. Insightful comments were provided by the Executive Council. Only the NEC voted on the final recommendations in Drafts 5 and 6.

It was compiled by Timothy W. Wright, Sr. (Painesville) with significant written input from Keith P. AuCoin (Windsor), J. Edward Macdonald (Windsor), and Randy Tarrier (Powell)

## Table of Contents

	<u>PAGE</u>
<i>Executive Summary</i>	4
<i>Introduction - Gyro in the 21<sup>st</sup> Century</i>	5
<i>Mandate and Charge of the New Era Committee</i>	5
<u>SECTION 1 – A RESPONSIVE MISSION</u>	
<i>1 – Establish a Mission Statement for Gyro International</i>	6
<u>SECTION 2 – MEMBER SATISFACTION</u>	6
<i>2.1 - Create FUN and INTERESTING Clubs</i>	
<i>2.2 - Organized Well-Run Clubs</i>	7
<i>2.3 - Keep Members Well Informed in the New Technology Era</i>	8
<i>2.4 - Clubs Should Consider Some Form of Community Service</i>	9
<i>2.5 - The Value of a Good Speaker and Meeting Program</i>	9
<u>SECTION 3 – SUSTAINING MEMBERSHIP</u>	
<i>3.1 - Implement an Effective Strategy for Recruiting Prospective Members</i>	10
<i>3.2 - Showcase Gyro as a Contemporary “Must Join” Organization</i>	12
<i>3.3 - Drop the Term Gyrette, it Implies “Too Old Fashioned”</i>	12
<i>3.4 - Reinforce Gyro’s Positive Image</i>	13
<i>3.5 - Give Gyro a NEW Look with 21<sup>st</sup> Century Communications Technology</i>	13
<u>SECTION 4 – MODIFYING THE MANAGEMENT OF GYRO INTERNATIONAL</u>	14
<i>4.1 - Right Sizing the Organization for the 21<sup>st</sup> Century</i>	16
<i>4.2 - Review Constitution and Bylaws of Gyro International</i>	16
<i>4.3 - Membership and Club Expansion Program Delivery</i>	16
<i>Management and Structure Changes Are Needed - NEC</i>	17
<i>4.4 - Establish a Task Force for Further Study of Needed Major Management and Structural CHANGES</i>	17
<u>SECTION 5 – EDUCATION &amp; INFORMATION</u>	
<i>5.1 - A New Educational Initiative Primarily at the Club Level</i>	18
<i>5.2 - Create New Reports Tied to Club &amp; Officer Training Needs</i>	19
<i>5.3 - A New Information Gathering Initiative</i>	20
<u>SECTION 6 – RETHINK LEADERSHIP ROLES</u>	
<i>6.1 - Task Leaders Toward Measureable Outcomes for Clubs</i>	21
<i>6.2 - Redefine the Leadership Duties and Responsibilities at All Levels</i>	21
<i>6.3 - Consider Modifications to Gyro International Meetings</i>	22
<i>6.4 - Increase the Role of PDGs and PIPs for Training and Installations</i>	22
<u>SECTION 7 – ADMINISTRATIVE EFFECIENCY</u>	
<i>7.1 - Shorten Conventions &amp; Interims by 1Day, Offer on Weekends – Thursday to Sunday</i>	22
<i>7.2 - Digital-Only GyroScope Delivery</i>	22
<u>SECTION 8 – PROCESS, TIME FRAMES</u>	23
<u>APPENDIX –RATIONAL, MODIFYING THE MANAGEMENT OF GYRO INTERNATIONAL</u>	24

## *Executive Summary*

During the 2014 Gyro International Interim meeting in Tempe Arizona, the Board of Governors and Executive Committee formed a committee to address serious issues before the organization. It was named “New Era,” a reflection that the NEC was given wide latitude to recommend changes to modernize Gyro. The NEC membership included fifteen Gyros from eight districts and twelve clubs.

Overall thirty-six recommendations were considered. Twenty-four have been brought forward in this report.

### **To modernize Gyro International should:**

- **Adopt a Responsive Club-Centered Mission**
  - To clarify the general purposes of Gyro International toward service of club wants.
- **Enhance Member Satisfaction**
  - Leadership must assist this critical centerpiece of effective Gyro performance.
  - Clubs that are fun and interesting, well-run clubs, keeping members well-informed with new technology, consider community service, the value of good speakers and venues.
  - Information and best practices need to be shared.
- **Stabilize and Sustain Membership**
  - Helping clubs stabilize and grow membership is a critical need.
  - Information, coaching, and training must be provided at the club level.
  - Showcasing Gyro as a “Must Join” organization, dropping the term “Gyrette” in communications from GI (club has prerogative), reinforcing Gyro’s positive image, and giving Gyro a new look with 21<sup>st</sup> communication technology.
- **Modify Management of Gyro International**
  - Approved were “rightsizing” the organization, reviewing the Constitution and Bylaws of Gyro International, and create a membership and club expansion program delivery.
  - The majority favored but did not reach NEC consensus on: reducing the EC to one vice president, smaller district clusters, adding a Director of Membership, adding a Director of Club Expansion, reducing EC visitations, a new GI Nominating Committee.
  - We strongly recommend a task force at the highest level be established to continue study and make concrete proposals at the 2015 Interim and 2015 Annual Convention.
- **Rethink Leadership Roles**
  - Tasking leaders toward measureable outcomes for clubs, redefining duties and responsibilities at all levels of Gyro, consider modifications of GI meetings, increasing the roles of PIPs and PDGs in training and installations.
- **Upgrade Training, Education, and Coaching Services**
  - Training on all levels must become a priority task of all officers of Gyro.
- **Gather and Distribute Information**
  - Relevant information contributes to better decisions and lends itself to coaching services.
  - Four reports on important club needs will be completed by June 1, 2014
  - Information on member needs, best practices, target markets, club facts, etc. should be routinely created.
- **Achieve Greater Administrative Efficiency**
  - Scarce resources need to be preserved through greater efficiency and effectiveness.
  - Shorten GI Conventions by one-day
  - A digital-only GyroScope

## *Gyro in the 21<sup>st</sup> Century*

### *Introduction:*

Gyro has been delivering fellowship through a social club model that offers friendship, networking and socializing throughout the United States and Canada for over 100 years. The concept of Gyro is still as relevant today as it was when the organization was chartered in 1912. However, the Gyro product manifests itself differently from Club to Club. Some Clubs have a breakfast format, some are luncheon Clubs, others are couples Clubs, while many still follow the traditional format of hosting evening dinner meetings. As well, the frequency of Club gatherings varies from weekly meetings to monthly meetings, with many still utilizing a by-monthly format. In the early years, almost all Gyro Clubs incorporated some form of community support as part of their annual routine but as the average age of the membership advanced to the senior level, community service tapered off for the majority of Clubs and now very little community support forms part of most Gyro Club agendas. Suffice to say that Gyro has evolved somewhat over the years and the commonality among Gyro clubs is less now than it's ever been. What hasn't changed, however, is that Gyro is still about fellowship and fun, experienced in a friendly and relaxed environment. During the past 20-30 years, society has been in a constant state of flux and this has altered the amount of discretionary time people have at their disposal and how they spend that time. This has had a bearing on the membership numbers of the organization and under the current model, Gyro finds itself in the situation of being primarily a seniors group with limited potential for refreshing its numbers. With membership in a steady state of decline, the over-all functionality of the organization needs to be evaluated and restructured. The following statement appeared in a presentation to the Gyro International leadership in Tempe, Arizona meeting on January 29, 2014;

**Have we let treasured past practices blind us to what clubs need and want?**

**If Gyro was beginning now, would we do everything this way?**

### *Mandate and Charge of the New Era Committee:*

Gyro International has recognized the current situation as a watershed moment and has embarked on a path of change that is designed to modernize the organization with a view to creating not only a more streamlined operation but also a more attractive environment for future generations of Gyros. To this end, a broadly based committee of fifteen dedicated Gyros offered to put the organization under the microscope and develop a report by June 15, 2014 that will address the following issues and offer workable and effective recommendations with reasonable timelines for implementation.

The New Era Committee is charged with proposing recommendations to:

- **Modernize Gyro for 21<sup>st</sup> Century operation**
- **Create greater responsiveness and service to club wants and needs**
- **Achieve effective and efficient administration preserving scarce resources**
- **Stabilize and grow the organization**
- **Maintain the core values of Gyro of Fun and Friendship**

The key concerns to be addressed are listed within the sections of this report:

1. The mission of Gyro International
2. Ensuring member satisfaction at the club level.
3. Improve the sustainability of Gyro Membership by implementing an effective strategy for recruiting prospective members and retaining members.
4. Make the organizational structure consistent with our plans for modernization.
5. Gyro needs to emphasize education of members and gathering of helpful information.

6. Ensure that an appropriate and efficient modern communications strategy is in place that keeps members well informed.
7. Looking at redefining leadership roles and responsibilities at the Club, District and International levels.
8. Modify Administrative/Executive requirements to effectively manage Gyro needs in the 21st Century.

Please note many of these recommendations are *mutually supportive and interrelated*. For example, member satisfaction and communication recommendations impact sustaining membership. Also, rethinking leadership roles impacts structure.

The report contains facts, conclusions and recommendations. The plan is to present this document for consideration and approval at the 2014 Gyro International Convention in Wallace, Idaho. The International Executive Committee (EC) will then appoint an implementation committee to act on the recommendations that are approved.

## SECTION 1 – A RESPONSIVE MISSION

### Recommendation 1 – Establish a Mission Statement for Gyro International

The Mission of Gyro International is to:

- Protect and preserve the Gyro culture of Friendship and Fellowship.
- Provide leadership that gives value to the Gyro brand.
- Maintain a system of member and club-driven administrative actions.
- Provide administrative support to clubs to include responding, reporting, education and communication.
- Providing tools and materials for club and Gyro International events.
- Maintaining a physical presence for Gyro.

## SECTION 2 – MEMBER SATISFACTION

*To most members, what they see and experience is the club.* Club leadership is responsible for creating a club environment, or climate, that produces satisfaction. That is leadership's primary task.

Section 2 recommendations assist clubs toward more interesting, fun, and attractive experiences for members. The focus is *internal* club operation.

### Recommendation 2:1 – Create FUN and INTERESTING Clubs

Without doubt membership satisfaction is the centerpiece of club existence. It can be argued that the Gyro experience is primarily three things: friends you admire and enjoy being with, interesting meetings/events and venues, which combine to produce fun, satisfying, and memorable experiences. Clubs that accomplish these outcomes are flourishing.

At the Tempe 2014 International Interim, the Board of Governors and EC overwhelmingly identified lack of fun and interest as the largest problem facing Gyro clubs. The solution is simple. Clubs must try to be more fun and interesting!

Member satisfaction will depend on the Club offering a well-rounded and regular social program. The Club shouldn't allow its programs to become predictable and stale as this will create a feeling of ambivalence.

Gyro is really about fellowship and fun and this will never go out of fashion. People who are happy and smile frequently are widely recognized as having more satisfying lives and will enjoy longevity more than those that don't. Recognizing this, Clubs should ensure that humor and fun are a priority and both should be injected into as much of the Gyro agenda as possible.

The Club should offer diversity in social programs, as not all Gyros enjoy the same social events and periodic changes to the social calendar will be appreciated.

The social calendar should be organized early in the Gyro year and communicated and promoted to the membership in a regular and timely fashion. (See – *Membership Strategy for Gyro Sustainability*)

*Goal:* Provide information on attractive meetings and events.

*Implementation:*

1. The NEC created a NEW twelve-page report *Gyro Fun Party Cookbook – 271 Ideas* 😊 to help give clubs ideas on how to add more club fun, interest, and excitement; to create a more attractive club experience. The sections are: Creating Fun & Fellowship, Ideas for Speakers and Programs, Implementation Advice From Art, The Gyro International Survey of Social Activities, Club Fundraising (last section of the Social Activities Report.)
2. Email the report to all Gyro club officers.
3. Place report on Gyro International website.
4. Have Governors include this training topic/report at interim and district conventions.
5. Conduct a six-month follow-up effectiveness assessment with Governors.

*Responsibility:* NEC

*Time Frame:* Report Completed April 1, 2014.

## ***Recommendation 2.2 – Organized Well-Run Clubs***

A well-run Gyro Club is essential for its sustainability. It will not only offer comfort and satisfaction to the membership but will be a huge selling feature to new members and will help solidify their interest in Gyro. Recruiting members to the Club executive will be much easier if the Club is viewed as being well organized and run in an efficient manner.

2.2 (a) *Well-run Clubs require Effective Club Leaders.* Each Club should have a well-organized executive leading its administration, carrying out early planning for the annual social and speaker calendars, ensuring quality communications with the membership, sharing the task load with as many members as possible, and seeking input periodically from Gyros and Gyro Partners on Club direction. This will set a positive management tone for the Club and secure the confidence of the members. (See NEC Reports – *Leading the Fun! – Planning Guide for New Club Officers* and *Membership Strategy for Gyro Sustainability*)

2.2 (b) *The social program should be organized early in the Gyro year.* It is necessary for communication promoting the social program to the membership in a regular and timely fashion

2.2 (c) For those Clubs that include speakers as part of their meeting agenda, they will recognize the benefits of having a good speaker committee that offers an interesting and varied program.

*Goal:* Effective club executives. Provide club officers with appropriate information and coaching.

*Implementation:*

- Create four NEW reports by June 1. These reports advance ideas for club operation in four significant areas: *Leading the Fun! Planning Guide for New Club Officers, Gyro Fun Party Cookbook – 271 Ideas, Membership Strategy for Gyro Sustainability, Reinforcing Gyro’s Positive Image, Gyro Providing for Members*
- Distribute to club officers
- Recommend these topics be featured in training at all future District and International meetings
- Increase individual training and coaching services from district officers
- Place on the Gyro International website.

*Responsibility:* All officers, NEC to create.

*Time Frame:* Begin in 2014

### ***Recommendation 2.3 - Keep Members Well Informed in the New Technology Era***

Communications is one of the lifelines of a Gyro Club and it is recommended that someone be appointed to manage the flow of information in and out of the club. It need not be an onerous task but it is an essential one. It would be beneficial if the designated person had some computer skills and access to a computer. It could be a Lady Gyro if no Gyro volunteered for the task. The following three areas of activity would comprise the majority of communications for most clubs

-Within the Club; -Local Public Relations; -Activities report to Gyroscope regularly

Bulletins are seen as the prime communication tool in all of the clubs and one that is well done and circulated on a regular basis elevates the interest, pride and enjoyment among Club members. Each Club’s Bulletin Editor should provide at least a basic bulletin on a regular basis. Gyro International has terms of reference for the preparation of Club bulletins and a basic format for editors to use as a guide.

**Note:** E-mails should be used as much as possible to create efficiencies but hard copies will still be needed for those without e-mail.

The Club executive shall ensure that the communications spokesperson reports Club activities to the GyroScope at least a couple of times a year. This can take the form of a short description of one or more Club activities together with one or more pictures.

Public relations at the community level seem to make good sense. The Gyro brand and the Gyro Clubs in particular should be put out there as a public awareness initiative whenever possible. If a club is so inclined, they could periodically send write-ups and pictures throughout the year to the local paper or other community publications if at all possible. These could profile the installation of officers, special social events and other community involvement

Also see Recommendation 3.4 - Reinforcing Gyro’s Positive Image

*Goal:* Improving club image to members and community.

*Implementation:* NEW reports – *Reinforcing Gyro’s Positive Image, Membership Strategy for Gyro Sustainability, Gyro Providing for Members*

*Responsibility:* NEC

*Timetable:* Completed by June 1, 2014

## ***Recommendation 2.4 – Clubs Should Consider Some Form of Community Service***

The NEC is *not* advocating Gyro becoming another “full service club” such as Optimist or Kiwanis. This is being suggested for Club consideration as part of showcasing Gyro as a community asset that is more than a one-dimensional organization.

We are pointing out there is ample evidence that some level of service or giving back to the community does attract members and provide membership satisfaction.

It is recommended that Gyro Clubs consider adoption of some form of community support initiative, *where the majority of the club members are in favor* of these initiatives. It should generate good will among the members, create some fun and pleasure in the process, offer help to some deserving community program and provide positive impressions to the next generation of Gyros we are trying to recruit. This should be a totally voluntary decision on the part of an individual Club

Many clubs use the *lack of a service component* as a positive recruiting tool separating Gyro from traditional service clubs. In the early years of Gyro, most clubs conducted some form of community service. Now most Gyro clubs do not.

However, it remains a fact that clubs outside of Gyro have found community service does add purpose and considerable interest for their members. Ask any service club member about the value of community service and you will likely get a positive comment.

It is recognized that many long serving Gyros did their share of community service over the years and this isn't really about community service per se. It's more about sharing and caring for the community on an occasional basis and it can be accomplished in a fun and leisurely manner. Examples of such simple fundraisers would be, special dinners with a small add-on donation, and/or accumulated proceeds from the monthly 50-50 raffle, in-house sales, etc. These initiatives would usually be one-time event with no follow-up. Many Gyros support the idea of adding additional purpose to the Objects of their Club's Constitution so that the *raison d'être* (reason for being) of the Club is more than just experiencing friendship, networking and socializing. This especially holds true for our next generation of Gyros whose commitment to work, family and community puts added pressure on their discretionary time and leaves them seeking meaningful purpose in most of their “free time” activities. Giving back to the community in some capacity creates a “feel good” sensation and can be used as a recruitment tool.

## ***Recommendation 2.5 – The Value of a Good Speaker and Meeting Program***

Many Gyro clubs do not have speakers at all, or on a regular basis. Some clubs have speakers to add fun and interest to any club gathering. Selected well, speakers can provide a wealth of information and enjoyment. For good ideas on speaker variety see the *Gyro Fun Party Cookbook* © - 271 Ideas, page 5.

- The speakers should be booked and promoted well in advance so as to ensure a good attendance. If no outside speakers are available for a particular meeting, Clubs can utilize their members who could address the meeting with stories of interesting hobbies, unique vacation trips or business or personal interest topics. Clubs interested in a speaker format for meetings should select a program chairman or a committee. However, recommending and arranging for speakers is a function for all members but this should be coordinated through the committee.
- Consideration of an innovative speaker schedule could be a significant enhancement of the Gyro club experience.

## SECTION 3 – SUSTAINING MEMBERSHIP

### Recommendation 3.1 - Implement an Effective Strategy for Recruiting Prospective Members

Recruitment and retention of members is a responsibility of every club officer and member.

#### 3.1 (a) *Scope of the task*

The reality of the situation is the average age of the Gyro membership is approximately 70 years and this limits the recruitment options available to the various Clubs. Where energy and enthusiasm were once the hallmark of each Club, moderation and quiet enjoyment seem to be more representative of the tempo today. Solutions for resurrecting Club membership numbers seems to center around all club members doing their share and everyone targeting their friends and acquaintances in the 55-70 age category. Eventually, over time, as newer members from this age bracket join Gyro, the average age in a District will hopefully migrate downwards and our numbers will stabilize.

The future of our clubs lies in our ability to attract, install and retain new members. With the introduction of new members on a regular basis, we will grow the numbers of each club and inject new life into the Gyro organization. Key advantages of inducting new members into a club are:

- New members create enthusiasm and provide new interest and perspective.
- Since most costs are fixed, more members will help share the costs.
- Greater numbers help keep dues to a minimum.
- More members will help share the workload, serving as officers and organizing functions
- New members will keep the average age of Club members down and help replenish numbers.

### Ideas for Individual Gyro Clubs

#### 3.1 (b) *Sharing the recruitment responsibility with younger members is a good strategy.*

Recruitment is the responsibility of everyone, but in reality the younger and more outgoing members will bear the burden of most of the recruiting. These younger Gyros will tend to define the future make-up of the Club because their selection pool of new candidates will usually be larger. However, opportunity does knock at the most unexpected times so everyone needs to be vigilant of promoting Gyro whenever the chance presents itself.

#### 3.1 (c) *Clubs should consider adding a membership chair as a point person to ensure implementation of a membership strategy.*

The chair shall periodically challenge members to do their share and when opportunity presents itself, everyone should be vigilant of promoting Gyro to prospective members. It would be a good practice to have this lead Gyro promote the cause regularly within the Club and update the members several times a year on the progress of the membership recruitment program. An in-your-face approach is more effective than a passive one.

#### 3.1 (d) *Some recruiting expenses can be reimbursed.*

For advanced planning of a recruitment gathering, Clubs can apply for a \$10 per candidate reimbursement from Gyro International. Betterment Fund incentives for recruitment currently exist at the District and International level and Clubs should avail themselves of these opportunities. If the effort results

in success, then \$40 per new member in some areas is recoverable by the Club from the District Betterment Fund. All Districts should consider offering this incentive.

3.1 (e) *Club or member might pay cost of prospect's meal.*

Members should consider picking up the cost of their guest's meal and the Club should consider financial reimbursement of all or a portion of this cost. Good recruiters shouldn't bear this financial burden on behalf of the Club.

3.1 (f) *Other Club incentives should be considered.*

A reward for recruitment efforts (non-financial or money) whatever is valued would be best.

3.1 (g) *Promotion and follow-up is needed.*

History has shown that, for many of us, we have become complacent in our responsibility of sharing in the recruiting task. Human nature being what it is, we do need an occasional push and a reminder of our role in promoting Gyro.

3.1 (h) *Clubs should prepare an up-to-date information recruitment brochure or digital review.*

The club profile can be a handout or a digital message for prospective members. All members should have a copy at their disposal. Appropriate and effective marketing communications is a critical aspect of any recruitment. The membership chair should ensure that the Club Secretary has appropriate measures of promotional information, membership kits and other key information for distribution to prospective members.

3.1 (i) *Reasonable goals should be set.*

In planning strategy, Clubs should set reasonable membership goals for the year and track progress.

3.1 (j) *At least one member of the Club shall invite a guest to a meeting each month.*

To kick-start the process, the club executive or some of the more outgoing members of the Club should lead the way by inviting guests to some of the early meetings. This is really a very modest approach and shouldn't be a burden on anyone.

3.1 (k) *At least one guest per year.*

Annually all members should endeavor to invite a guest to a meeting, or social function at least once.

3.1 (l) *For Gyro International & District.*

Concerning recruitment there is great benefit in having a card with Club contact information as well as the Gyro International contact information (website) and the Gyro emblem. When one meet a new individual or sees someone they haven't seen for a long time - Give them the card. They will ask what Gyro is, and this gives one the opening to explain to them what we are all about. Invite them to a meeting as the guest of the Club for the first time. A generic card could be provided with blanks for members to write in their contact information.

3.1 (m) *Target Markets.*

An important area of research and subsequent information would be recommending key target audiences and markets for Gyro membership. Many targets have been suggested such as: friends, baby boomers, over 60 years of age, past/current service club members looking for a social outlet, prominent citizens, Generation-X, real estate people for referrals, etc. A survey and analysis could be conducted. International could inform and recommend to clubs what works for certain clubs.

It is strongly recommended that best practices of membership (recruitment and retention) be shared at all Gyro International and District meetings. These would be informational sessions possibly led by a past club, district, or international officer. District officers should offer to make club visits exclusively to share membership recruitment and retention techniques.

The New Era Committee has developed NEW reports *Membership Strategy for Gyro Sustainability*, *Gyro Providing for Members*, *Reinforcing Gyro's Positive Image* authored by Governor Keith AuCoin (Windsor) and Tim Wright Sr. (Painesville) respectively. These reports include all the suggestions above. They can be used for informational/training meeting/event topics.

**Goal:** Stabilize and grow Gyro club membership  
**Implementation:** New Era Committee (reports), GI and District meetings, club office coaching  
**Responsibility:** Executive Committee and Districts  
**Timetable:** Begin immediately.

**Recommendation 3.2 - Showcase Gyro as a Contemporary “Must Join” Organization**

3.2 (a) *Consider adding a “signature event” to the club social calendar.*

When repeated annually at approximately the same time, these events become an image builder as members say “You must come to our ... We are known for it.” See the *Gyro Fun Party Cookbook* for innovative ideas.

3.2 (b) *Develop a generic “raison d’être” strategy.*

Clubs can utilize the strategy to provide added value to their annual agenda.

3.2 (c) *Develop and implement a process for acquiring input from “Next Generation” Gyros.*

Determine how life styles and values may be a complimentary fit to the New Era Gyro program. Review published materials on wants and prerequisites of various generations. (e.g. baby boomers, Generation-X)

3.2 (d) *Integrate “must join” aspect into all communications.*

Place on the website, printed material, and include in publicity releases.

**Recommendation 3.3 - Drop the Term Gyrette, It Implies “Too Old Fashioned”**

The use of the term “Gyrette” should remain the prerogative of Gyro clubs.

However, the NEC wishes to point out that to *younger professional women* who hear about Gyro, there is probably no club term more out of step with their modern 21<sup>st</sup> century female view than “Gyrette.” For many reasons beyond this discussion the term is a serious detraction from the Gyro image. Similar terms have been dropped from major service clubs. We recommend dropping Gyrette from all future communications originating from Gyro International and the Districts. We advise clubs to do the same.

We appreciate that most current female spouses and partners find little fault with the term “Gyrette.” That is to be expected. After all they are affiliated with members. The NEC is referring to club image to prospective member spouses and partners considering membership and encouraging greater participation of younger females.

It is recommended that the term “Gyro Partner or Lady Gyro” be used as the new reference for the women spouses and partners affiliated with the organization. Those who do not wish to break with tradition can still use the original reference. It is recommended that “Gyro Partner or Lady Gyro” be the new reference.

It is believed that this will be more welcoming to next generation female partners in Gyro.

**Goal:** A more positive image for spouses/partners of younger prospects and members.  
**Implementation:** Delete the term “Gyrette” in publications. Substitute Gyro Partner or Lady Gyro.  
**Responsibility:** All Gyro International Officers

### **Recommendation 3.4 – Reinforce Gyro’s Positive Image**

All groups have an image. Leaders should try to enhance image. Because Gyro is essentially an intangible service to members, what they see and think about the club is the club. Positive images of fun and friendship are good. Questionable images (e.g. the “drinking club”) do little to advance the fraternity.

Over the years there have been many statements used to communicate the positive image of Gyro as well as the market niche. All are good. For example the current GI website offers these statements:

*“A Fraternity of Friendship”*

*“A men’s social organization now celebrating 100 years of fun, brotherhood, and friendship.”*

*“Gyro: a men’s social organization exporting fun, brotherhood, and friendship.”*

An New Era Committee report *Reinforce Gyro’s Positive Image* will attempt to suggest effective marketing communications copy with key trigger words and many of the best statements about Gyro. Various visual “logos” and club symbols will also be included. Adding club photographs and video’s can also be used to depict the fundamental deliverables of Gyro. We encourage clubs to select use electronic and printed communications with the objective to build a positive image inside and outside the club.

Some Gyro clubs seek media publicity while others do not. Included in this report will be basic advice on how to obtain news worthy publicity in traditional media.

At the 2014 Tempe Interim “marketing communications” appeared on most breakout group lists of Gyro problems, in one way or another. Some relevant comments were: Not communicating value to members, poor or no communications, visibility of Gyro activities, “What is Gyro doing?”, etc. Building *internal* club “public relations” is an important task of club leadership. See Recommendation 2.3 – Keeping Members Well Informed in the new Technology Era.

*Goal:* Provide marketing communications copy and publicity advice to clubs.

*Implementation:* Produce and distribute the report *Reinforce Gyro’s Positive Image* by June 1, 2014.

*Responsibility:* New Era Committee

### **Recommendation 3.5 – Give Gyro a NEW Look with 21<sup>st</sup> Century Communications Technology**

Somehow Gyros must balance the absolute need for developing and nurturing friendship through face-to-face contacts, with the modern age of electronic communication. Even though Gyros may be a bit older, our behavior need not match the stereotypical media image of aging.

Many things that some Gyros treasure also project an old-fashioned mid-20<sup>th</sup> century image. While these may be comforting and familiar, if Gyro plans to modernize its image and effectiveness, *nothing is more important* than changing our communication methods. Younger prospects expect technology. So do many baby boomer professionals and without question Generation-X. For younger people, websites, laptops, Skype, conference calls, informational spreadsheets and power point presentations are considered historical, not exactly bold new technology.

Gyro International has done a truly outstanding job developing our website and databases. Many Gyros use newer technology, but greater usage is a worthy objective. Most Gyros communicate extensively with email, and increasingly with smart phones for up to the second access to mail and information.

Clubs and International must continue to accelerate this trend. All clubs need websites. We need to use social media, simulcast, teleconferencing, conference calls, and DVDs to capture presentations.

We must change if we want to acquire the look of the 21<sup>st</sup> Century.

*Goal:* Modernization and improvement of methods of communication.

*Responsibility:* All districts and Gyro International

## SECTION 4 ~ Modifying the Management of Gyro International

Through the suggestion and voting process of the New Era Committee, it has been recommended that the Gyro International Executive be restructured. The objectives will be for management efficiency, cost savings, improved membership interaction and addressing the general membership concern that the organization is over governed. To this end, the New Era Committee felt it prudent to look at the structure of Gyro as well as, the effectiveness of the interrelationship of the various levels of Gyro. As a result, several issues were identified and the committee proposes the following recommendations.

### Background - Districts

Current District configuration discourages delivery of service to clubs and reduces trust in Gyro International. Gyro structure should lend itself to encouraging assistance and visits to clubs.

Gyro is organized as a much larger organization, which it was historically with as many as 249 clubs. Gyro's nine districts (District 5 is inactive) have a wide range of the number of clubs (6 to 20 clubs) and members (106 to 729).

<u>District</u>	<u>Clubs</u>	<u>Members</u>
1	11	437
2	6	166
3	9	415
4	20	729
5	0	0
6	6	167
7	9	268
8	13	403
9	7	158
10	7	106

The current 89 clubs are often spread apart at considerable geographic distance. This increases travel time and expense, and discourages frequent district officer club contact and nourishment of personal relationships so critical to friendship and trust. As a consequence needed deliverables such relevant information, service, and training are therefore discouraged and have radically diminished. For the most part, officers of districts or international are rarely visible, or even welcome, at clubs.

Perception of Gyro International relevance and responsiveness has been predictably poor. The 2014 pilot District 1 member survey suggests little member interest in district services.

Distance contributes to Gyro reluctance to attend district events (interims, conventions), which also voids attempts at relationship building. What has resulted, because it is easier, district leaders ask Gyros to come to annual events rather than take their messages in-person to clubs. District events often seem to be attended almost exclusively by current and past officers of Gyro International and districts, as well as the host club.

The following is a sampling of the maximum distances between existing clubs in the furthest points of each District:

#	Clubs	Miles	Hours
1	NW Indy - Wheeling	457	7
1	NW Indy – Chicago (D2)	33	0.5
2	Des Moines – Chicago	333	5
3	Peterborough – Rochester	255	4
3	Kitchener – Syracuse	250	4
3	Buffalo – Painesville (D1)	161	2.5
4	Vancouver Wa _ Kitimat BC	1111	21
4	Bellingham - Kamloops	200	3.5
6	Dartmouth - Charlottetown	200	4
7	Ft William - Winnipeg	436	8.75
7	Minneapolis – Thunder Bay	343	6
7	Minneapolis – MCKenzie Is	450	?
8	Castlegar BC - Regina	719	14
8	Regina - Wallace	743	13
8	Nelson BC – Penticton (D4)	202	4.75
9	Long Beh CA - Diablo	394	6
10	Tampa – Gold Coast	263	4

Major Gyro events (interims, conventions) are viewed by many Gyros, if not most, as social gatherings, not primarily as working meetings for the benefit of Gyro clubs. They see little value for district or international meetings, attended mostly by current and past district or international officers. Many Gyros question their dues supporting officer travel and events, which they often call “paid vacations.”

The focus of the vast majority of Gyros is local, their friends and the club.

#### Desirable Outcomes

- Build positive relationships with clubs by increasing and improving visits and contacts.
- Provide relevant services (e.g. Information, training, coaching) for club improvement.
- Reduce travel-related costs.
- More effective use of time for Gyro International officers toward club-centered needs and wants.
- Saving time and costs for clubs.
- Club image enhancement through concentrated internal and external public relations.



**100 YEARS**

### *Recommendation 4.1 – Right Sizing the Organization for the 21<sup>st</sup> Century*

It was suggested that the organization be flattened to bring upper level management closer to the club level but after an analysis of several options, it became evident that Gyro would still retain a 3 level management model regardless of how it was reconfigured and who filled the positions. A volunteer organization of 3,000 members, enjoying Gyro through 91 clubs, really needs three levels to share the load equitably and still maintain continuity and the core values of Gyro. However, sliming the organization would meet the objectives noted above and hopefully will be viewed as such by Gyros.

### *Recommendation 4.2 - Review Constitution and Bylaws of Gyro International*

A committee of the present Gyro International Board of Governors should be struck to do an assessment of the Constitutional and By-laws requirements for International and the Districts to determine if the organization can manage with one constitution for both levels and a separate set of By-laws for International and the Districts. This committee would review the recommended plan changes adopted at the 2014 International Convention and develop an implementation plan for constitutional revisions that would be presented for formal approval at the 2015 International Convention.

### *Recommendation 4.3 – Create Membership and Club Expansion Program Delivery*

Since it is recommended that operational training be organized and directed at the International level but delivered at the District and Club level, Gyro International should provide suitable training information in a user friendly format for Clubs and Districts.

Membership Development and Club Expansion are the two critical functions for rebuilding Gyro, and to ensure that the organization has a successful future. This training must be managed by the best people the Gyro International Executive can find; Gyros who have an aptitude and skill for this activity. We must develop a model for internal and external expansion that can be successfully delivered at the District and Club levels in the 21<sup>st</sup> Century.



## Management & Structure Changes Are Needed - NEC The Heart of NEC Deliberations

### *Recommendation 4.4 – Establish a Task Force for Further Study of Needed Major Management and Structural CHANGES*

ALL of the six recommendations below were accepted by a majority of the NEC yet a consensus was not reached as 2 - 5 members rejected various ideas. Conflicting modification suggestions probably contributed to a mixed vote, as did the interrelatedness of the recommendations, and caution about breaking with current practice. Time constraints and lack of in depth face-to-face discussions to resolve issues had a major effect as well.

Therefore these important issues remain unresolved.

However, the NEC wishes to emphasize these structural and management issues **were at the heart of NEC deliberations and should be considered a central focus of our recommendations.** If Gyro is going to significantly break with the past bold action must occur for both operational and symbolic reasons.

In short, we are asking for further study to reconcile differences that will produce effective changes, and respectfully with some haste. We say this on behalf of the nearly 3,000 Gyro members.

In the strongest terms we recommend the EC and BOG immediately address these issues by forming a Task Force similar to the NEC. All background material and NEC comments have been saved.

To repeat, ALL of the following were approved in general concept by a majority of the NEC.

- **One Vice President on the Executive Council**
- **Modify Districts into smaller clusters of clubs**
- **Establish a Director for Membership**
- **Establish a Director for Club Expansion**
- **Appoint a new Gyro International Nominating Committee**
- **Reduce Executive Council Visitations**

Please see pages 23 and 24 in the Appendix for a rationale and description for each of these six recommendations.

## SECTION 5 – EDUCATION & INFORMATION

### Recommendation 5.1 - A New Educational Initiative Primarily at the Club Level

The primary recommendation of Future of Gyro Committee (2011) was improved educational services.

*“We surmised that what we lacked at the time was a consistent training regime. If we introduced a quality, professional training program for current Governors and Lt. Governors, we would strengthen the quality and leadership going forward, and as bonus was that these new leaders could train club officers as well.”*

*Jim Roberts PDG, Chair of the Future of Gyro Committee, February 7, 2014*

Given the needs of Gyro represented in this report, both at district and club levels, it is strongly recommended that informational and training sessions be an integral part of all District and Gyro International meetings at least for the next five years. District officers need training. District offers need to coach and inform clubs, in person if possible. Small clusters of clubs can offer a great opportunity for short, easy to access training meetings for club officers and Gyros. That should be a priority.

Training/information sessions need not be in person. *Simulcasting or Teleconferencing* are great opportunities for Gyro and should be explored with other methods. Prepackaged informational *DVDs* or Power Point presentations could be created.

Please see Recommendation 5.2 – Create NEW Reports Tied to Club & Officer Training Needs.

#### *Goal(s)*

- To provide ideas, information, and assistance on subjects of high value to clubs.
- To quickly spread common solutions to club wants and needs.

#### *Recommended Implementation:*

1. Club Officer training/coaching should occur primarily at the club level through face-to-face meetings.
2. Preparation of Governors and Lt. Governors at all Gyro International meetings is a priority.
3. Introduce/upgrade club officer training at all district and international events.
4. District officer (DG, Lt./G) training should begin no later than six months prior to taking office.
5. Redirect the roles of Executive Committee and district officers toward greater coaching and training.
6. PDGs and PIPs should be given special consideration for training responsibilities.
7. District Interim and Convention should feature significant information for club improvement.
8. Create relevant New reports to use in coaching, training, and mentoring. Place on the website.
9. A variety of training methods should be used: classes, new media, face-to-face at clubs, teleconference, reports, etc. Convenience of Gyro trainees should drive the methods.
10. Largely base educational content on findings of the Informational and Educational Initiatives.
11. Computer based training should be considered.
12. All reports should be updated annually or as needed.
13. Districts would establish an annual training plan approved by the Governor.
14. A district training committee could be established.
15. Budget impact should be minimal. Each Governor would approve any budgetary needs.
16. Mid-year progress reports would be presented at the GI Interim meeting.

*Responsibility:*

- Gyro International Vice President, Governors, and 1st Lt. Governors
- It is recommended each Governor assign training to a Lt. Governor or PDG who will establish an annual training plan subsequently approved by the district executive.
- Assessment of club officers and members could precede training plan development.
- New reports will be prepared by the New Era Committee, with assistance as needed.

*Time Frame:*

- June 16, 2014 - New Reports completed – Priorities 1 through 4 (see below)
- Annual district training plan development and execution beginning Fall, 2014

***Recommendation 5.2 – Create New Reports Tied to Club & Officer Training Needs***

Over the years numerous outstanding Gyro informational materials have been generated. Some can be viewed on the GI website.

Given the needs identified by the NEC, it was determined five new reports should be created to serve as guidelines for club officers, and be used in training and educational activities in district and international meetings. The general topics are creating interesting clubs, membership recruitment and retention, leadership guidelines for club officers, reinforcing a positive club image, and the value of belonging to Gyro International.

We also add that many other subject areas seem ideal for GI to provide, e.g. Best Practices of District Conventions, Case Histories of Effective Recruiting and Retention, Examples of Club Cooperation.

*Five NEW NEC Reports in Priority Order - Completed*

**Priority 1 - NEW Report - The Gyro Fun Cookbook – 271 Party Ideas ☺**

*Written by Timothy W. Wright, Sr.*

**Priority 2 - NEW Report - Membership Strategy for Gyro Sustainability**

*Written by Governor Keith AuCoin.*

**Priority 3 - NEW Report - Leading the Fun! A Planning Guide for New Club Officers**

*Written by Timothy W. Wright, Sr.*

**Priority 4 - NEW Report - Reinforcing Gyro's Positive Image**

*Written by Timothy W. Wright, Sr.*

**Priority 5 - NEW Report – Gyro Providing for Members**

*Written by Governor Keith AuCoin.*

*The sixth priority will be for future consideration.*

**Priority 6 - NEW & OLD Report – EXECUTIVE MANUAL of GYRO, 2014**

The Executive Manual was a key leadership resource during the first 50 years of Gyro. Surprisingly, most of it is relevant today. A reproduction of the 60 year-old 1954 version might be of value.

### ***Recommendation 5.3 – A NEW Information Gathering Initiative***

All organizations need relevant information to *discover opportunities or reduce risk* in decision-making. In recent years Gyro has been active in collecting very useful data and information. This Information Initiative *will build on these excellent existing databases* and reports. Efforts will be targeted at critical Gyro club needs.

An example of what could happen would be implementing a process for acquiring input from “Next Generation” Gyros to determine how their life styles may be a complimentary fit to the New Era Gyro program. The future of the Gyro organization, for the most part, particularly at the Club level, is still out there waiting for an invitation to join Gyro. A big issue of concern is to how the organization will be perceived by these next generation Gyros. To attract younger members to Gyro, it’s not enough just to sell the Gyro concept. The Club programs and activities must be seen as something interesting, meaningful, entertaining and providing value. Otherwise, these future Gyro prospects will look elsewhere for their fellowship and entertainment needs.

The Information Initiative should focus on:

- **Member Needs and Wants** – Answering the question “What do Gyros want from Gyro International and Districts?”
- **Best Practices of Gyro Clubs** – Answering the question “What works best in various club activities and administration?”
- **Club Characteristics Data** (*Not already routinely collected and reported*) – Answering fundamental questions of club characteristics such as dues, number of meetings, seasonal meetings, stag meetings, social meetings, speakers, service projects, officers, planning, club foundation, budgeting, Gyrette involvement, etc. To be presented in spreadsheet format.
- **New Target Markets** – Key target populations/audiences can be identified. Their important values and interests could drive marketing communications and recruiting efforts.
- **Practical Reports for Clubs** – The above information will be compiled and presented in report form and emailed to all clubs as it becomes available. It can also be used in officer coaching and district training activities.

*Goals:*

- Sharing club practices information should help club improvement.
- Databases will create benchmark information.

*Recommended Implementation:*

1. Major responsibility should be given to the Vice President. In districts the lowest tenured Lt. Governor should be responsible.
2. Pilot member satisfaction survey in District 1 – *completed*
3. Possible attitude survey of all Gyro members or selected targets.
4. Possible survey of club officers.
5. Analysis of existing membership and financial data.
6. Presentation of information to members – Spreadsheets.
7. Consolidation into practical reports.
8. Place on Gyro International website.

*Responsibility:* New Era Committee and the Executive Committee.

*Time Frame:* Begin Fall, 2014. Establish no more than a two-year timetable for completion.

## SECTION 6 – RETHINK LEADERSHIP ROLES

### Recommendation 6.1 – Task Leaders Toward Measureable Outcomes for Clubs

All officer tasks should meet a “measurable outcomes for clubs” test. Current tasks and practices need to be reviewed. Tasks would be confirmed, temporarily suspended, or dropped. Some current tasks are historical and debatable. Gyro leaders should be tasked toward planning, leading, coaching, mentoring, training, and communication. Helping club level officers make wise decisions with inspired leadership is the priority and what clubs pay dues to obtain.

- A Leadership Task Force study should determine what are the absolutely essential officer tasks and duties given the outcome of the New Era Committee recommendations.

*Responsibility:* Executive Committee, Board of Governors.

Consider launching a Task Force on Leadership Roles.

*Time Frames:* Ongoing

### Recommendation 6.2 – Redefine Leadership Duties and Responsibilities at All Levels.

6.4 (a) *Rewrite executive position duties and responsibilities.* Position descriptions would cover the bare essentials and be less intimidating at both the Club and District levels. This will help overcome administrative apathy.

6.4 (b) *Use Gyros with leadership skills.* Establish a system that utilizes Gyros with leadership skills to assume officer roles at the Club and District levels. The future of the organizations should not be placed in the hands of willing people that don't have the particular skills necessary to successfully lead the organization. There are plenty of other useful tasks for these Gyros. This may mean recycling some Gyros for executive positions but it is much better than the alternative and another year in office will go by very quickly.

6.4 (c) *Create training DVD's for officers at the Club and District levels.* These will mainly comprise an information and to-do format but should contain essential advice and training components. If they are well done, less responsibility will fall on the International administration to arrange centralized training sessions. In person International level training isn't necessary.

6.4 (d) *Create a generic annual program agenda with time lines.* A form could be used by all Gyro Clubs and Districts. This should be an e-form and can be structured to allow for customization at the Club level.

**Note:** The Club executive should ensure that the rest of the Club's duties are shared among the other members equitably so the leaders won't feel their time or contribution is being abused or taken for granted.

### ***Recommendation 6.3 – Consider Modifications to Gyro International Meetings***

6.3 (a) *Create a new model for District AGM's and Interim meetings to improve member interest, attendance, efficiency.*

Hosting District Annual General Meetings (AGM) has become a challenge in recent years and where this is a problem, the District should consider making the AGM a District event where each Club organizes a different aspect of the event and the chair can be rotated from Club to Club annually. It is imperative that the AGM program be innovative and interesting to ensure good attendance. If cost is an issue, the organizers could consider shortening the event to two days and one night and those who wish to extend the event, can come early or stay late to experience local culture, shopping or recreational opportunities.

6.3 (b) *Develop a new strategy for recruiting District Executive officers.*

In recent years in some Districts, there has been some reluctance on the part of some Gyros to step forward to accept a District office. The basic mandate of the Governors, Lieutenant Governors and Secretary Treasurers need not be too demanding. The duties and responsibilities can be rewritten to define the basic job functions, while avoiding the appearance of excessive travel and expense, as well as, work overload.

6.3 (c) *Appropriate training of District Officers should be made easy and accessible.*

Training should be available through DVD's, internet sources, and coaching from the past officers. Awareness and being prepared will make the duties of the District Officers much easier.

6.3 (d) *Lady Gyro involvement.* Evaluate and make recommendations on how Lady Gyros (no longer called Gyrettes) can play a more inclusive role in the organization at all levels. Some Gyro Clubs have already integrated Lady Gyros into the administration of their Club and even though they are not members, this inclusiveness has been well received by the Lady Gyros.

### ***Recommendation 6.4 – Increased role for PIPs and PDGs for Training & Installations***

In the years Executive Council visitations might not be scheduled because of responsibilities recommended in the NEC report, Past International Presidents (PIP) and Past District Governors (PDGs) would make visitations and install officers. PIPs and PDGs could take leadership roles in coaching, mentoring, and training. Consideration should be given to their areas of expertise.

## **SECTION 7 – ADMINISTRATIVE EFFICIENCY**

### ***Recommendation 7.1 – Shorten Conventions & Interims by 1 Day, Offer on Weekends, Thursday to Saturday***

This change to shorten these events was approved at the 2007 GI Convention but never implemented. The benefits and cost of weekend events should be considered, e.g. Friday through Sunday. "If we were to assume a 3-day Interim schedule with a day of travel at each end, it would reduce the overall time from 7 days to 5. That would mean perhaps two fewer nights lodging (at \$150 incl. tax) and two days fewer food expense (ave. \$100/day), or \$500 per person overall. \$500 x 5 EC = \$2500 savings annually. \$3000 annually if EC is at six. Shortened convention schedules would result in similar savings."

### ***Recommendation 7.2 - Digital-Only GyroScope Delivery***

Members or clubs can print at their own expense, or could order from GI at their expense, or print for members who request tangible versions. "Printed issues cost about \$2900 printing and \$2850 mailing, or \$5750 each. Thus going digital only would save \$11,500 annually. This is based on a modest number of pages. Larger issues i.e. 40 pages would cost (or save) perhaps 10% more."

## SECTION 8 – PROCESS & TIME FRAMES

The final schedule will be determined by Gyro International leadership.

- |               |   |
|---------------|---|
| May 1, 2014   | Final NEC Report submitted to the EC.   |
| May, 2014     | NEC Report distributed in digital form by GI Secretary/Treasurer to the BOG and all 90 Gyro Clubs and officers.               |
| June 17, 2014 | NEC members present the NEC Report (w/Power Point) at the International Convention in Wallace, ID.                            |
|               | It is presumed many if not most, recommendations will be adopted. GI and District leaders will be tasked for their execution. |
|               | Task forces will likely be created on controversial matters.  |
| January, 2015 | Task Force reports presented for discussion and endorsement at the GI Interim meeting in Florida.                             |
| June, 2015    | Task Force recommendations voted on at the GI Annual Convention in Buffalo, NY.   |

2016-2017 Gyro Year – Begin formal organizational changes as determined above.



## APPENDIX

### **Rationale - Modifying the Management of Gyro International**

These paragraphs accompanied the respective NEC Recommendations in Draft 6. These six were approved in general by a majority of the NEC but some members wanted modifications in the recommendations.

#### *Draft 6 Section & Number*

#### *4.2 Reduce the size of the Executive Council*

*Note: In Draft 7 This was changed to “One Vice President on the Executive Council”*

The Executive Council, as the officers of the Board of Governors of Gyro International, should consist of; the President, the Vice-President, the Secretary-Treasurer and the Immediate Past President (Ex-Officio). This group would be referred to as the Executive Committee of the Gyro International Board of Governors. The other positions on the Board would be filled by the District Governors. This configuration is large enough to be representative of an organization Gyro’s size. The Board of Governors could meet once a year, twice if necessary, and any other communication among the Executive Members or Board Committees (see below) can be done electronically or through conference calls. The reduction of two Vice Presidents would be accomplished by not nominating a new Vice President until the 2016 – 2017 term. The present Vice Presidential incumbents would follow the present progression in office until that Gyro year.

Positions for a Director of Membership and a Director of Club Expansion should also be provided for on the reconfigured Board of Governors. The concept is to select a Gyro at large to head each of these two key committees while also having them serve on the Board of Governors.

Those Directors and committee members would be selected by the Nominating Committee because of their relevant experience in these areas in their professional careers or work in other volunteer organizations.

#### *4.3 Modify the Current District System*

Providing an option for Districts to create smaller “Clusters or Regional Districts” within the current District configurations and have the new clusters made up of neighboring Clubs with shorter traveling distances, makes sense in some areas. This would necessitate the creation of some new cluster boundaries and possibly adjusting some of the current District boundaries. There will still be a few isolated Clubs due to extreme distances but these Clubs can be included in the closest cluster group or remain in the current District. It will be important for any District considering this option to ensure that distant Clubs are consulted fully on the matter and made to feel welcome in any new configuration. The objective of this change is to reduce travel time and costs and promote interaction between neighboring Clubs. To take ownership of this new concept, it is suggested each Regional District be coordinated by a Lieutenant Governor whose chief role will be to assist with Club visitations and encourage more inter-club interaction and joint functions.

#### 4.4 Establish a Director of Membership for Gyro International

The two most important issues concerning Gyro are membership recruitment and ensuring a high level of membership satisfaction at the club level. The sustainability of the organization depends largely on these two key issues being managed effectively and efficiently and they should receive the highest priority and attention from all levels of Gyro. The directorship would be for a two-year period of service. The new “Membership Strategy for Sustainability of Gyro” attached as appendix “B”, would be a good starting point for the new committee.

#### 4.5 Establish a Director of Club Expansion

Promotion of new clubs is the objective of this office and committee. Immediate tasks would be revision of the existing Procedure Manual and development of a realistic club expansion plan. Some of the first areas of concentration could be in areas where Gyro is sparse and this will supplement and enhance the existing Clubs. Due to the importance of club expansion in the effort to stabilize the organization, this activity should be managed by the best people Gyro International can find that have an aptitude and skill for this activity. This should be developed and overseen by the Director and his committee, with a view to having the initiative managed and delivered at the District level. The directorship would be for a two-year period of service.

#### 4.6 Appoint a Gyro International Nominating Committee

This committee would be comprised of the 3 Immediate Past Presidents of Gyro International. They would select and recommend a Candidate for election by the Gyro International Board of Governors for Vice President beginning in the 2016 – 2017 term. They would also select and nominate a Director of Membership and a Director of Club Expansion to the Board of Governors for a two-year period of service with an option for reappointment for a further two years. or VP 1 and VP 2 would add savings

#### 6.4 - Executive Council Visits - Beginning the New Era

There are 9 active districts. The present Executive Committee would visit each district once every two years. Thus i.e. each year the President would visit three districts and VP 1 and VP 2, one district each. VP 3 would attend Interim and Convention but only in the sense of being a Board member and learning the procedures for the future. PIPs and PDGs would take up the slack. Since one of them is likely to be attending anyway, there would be no costs to the district for registration or lodging. The estimated savings to the GI budget would be over \$10,000 annually.

An EC of VP 1 only, or VP 1 and VP 2 would add savings.