Developing Service, Fundraising, and Public Relations Materials for the Rotary Club of Venice

An Interactive Qualifying Project Report Submitted to the Faculty of Worcester Polytechnic Institute In partial fulfillment of the requirements for the Degree Bachelor of Science

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Submitted to:
Worcester Polytechnic Institute
14 July 2023

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Abstract

The Rotary Club of Venice (RCV) is a service-oriented organization dedicated to making meaningful impacts on the Venetian community and the world. While the RCV's strategies worked well in its 100-year history, in recent years, its membership and public awareness have declined and it has lacked effective community engagement. To address these issues, it is necessary for the RCV to adapt to the realities of the 21st century.

This project aimed to support the RCV by developing informational materials related to services, fundraising, and public relations. We analyzed the website and social media presence of 74 Rotary Clubs and conducted 19 interviews with Rotarians to produce materials intended to bring public awareness to the RCV, enrich club-wide understanding and participation, encourage long-term adaptability, and expand its membership and services in the future.

Through this research, we developed materials that showcase the club's unique services and fundraisers as well as informational materials. These materials include a quarterly newsletter, brochures, and service and fundraising booklets that will allow RCV to generate greater community support whilst positively impacting its public image. From these results, we concluded that it is essential for services, fundraisers, and public relations to go hand in hand for the RCV to remain relevant and thrive.

Acknowledgments

Executive Summary

Rotary International is a 118-year-old service organization dedicated to making meaningful impacts on communities worldwide. Rotary comprises over 46,000 Rotary Clubs committed to helping its local communities. The Rotary Club of Venice (RCV) was one of the first Rotary Clubs established in Italy in March of 1925 and is also one of the oldest in the world. The RCV belongs to District 2060, which encompasses all Rotary Clubs in the northeastern region of Italy. The RCV's membership consists of professionals who support the Venetian community through various acts of service, including expanding educational opportunities for retirees, donating medical devices, and making churches more accessible for the visually and auditorily impaired. While most Rotary Clubs fundraise to cover administrative costs and expand their service offerings, the RCV's fundraising activities are limited due to bureaucratic challenges and pushback from members. In addition, public awareness of the club has fallen short due to limited community engagement and promotion of club activities.

To support the RCV's growth and enhance its impact on the Venetian community, our project team collected information on services, fundraising, and public relations through online research, social media, and interviews with members of American and Italian Rotary Clubs.

We began our work by researching Rotary International's service philosophy and how it defines the seven Rotary causes. Then, we conducted research

Figure 5. Venn Diagram showcasing the interconnection between services, fundraising, and public relations.

through peer-reviewed sources, Rotary websites, social media pages, and interviews to learn
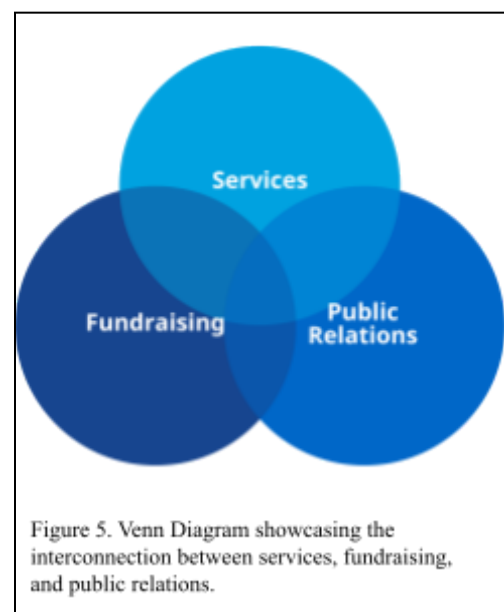
about how individual clubs uphold Rotary values and prioritize service within their communities. We analyzed 191 Rotary service projects, collecting data on their purpose, outcome, and relevant logistics into a comprehensive spreadsheet. Leveraging information collected from interviews and statistical analysis, we drew qualitative and quantitative conclusions from our data.

Research on fundraisers was conducted similarly to that of services. We analyzed common fundraising practices, marketing strategies, and psychological concepts behind beneficiary-donor relationships using peer-reviewed sources. In addition, we analyzed 176 fundraisers held by american and italian rotary clubs to deduce common trends and strategies. From our 19 interviews, we learned about the planning and logistics behind several successful and recurring fundraisers, as well as general rules clubs go by to ensure the success of events. This information allowed us to gain insight into the fundraising process beyond the base-level information available on social media or websites.

The third area we researched was public relations (PR), specifically pertaining to Rotary Clubs and similar organizations. Research in this area took place on websites and social media pages, where we analyzed strategic and creative decisions. On social media, we paid close attention to wording and content, including the activities they showcased and how people were depicted in images and videos. We analyzed websites through the lens of an average user, assessing the accessibility, navigation, and general interface of Rotary websites. For other materials such as articles, fliers, and newsletters, we studied design and content, including color, font, images, and graphics. We then compared these materials to the RCV's current PR to identify areas in need of improvement.
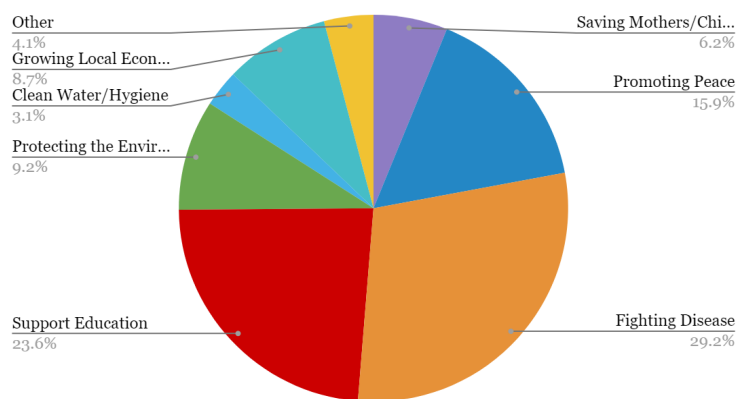
Our survey responses indicated that the average Rotary Club has between 21 and 40 members, which is consistent with the global average of 30 members per club. The RCV, with 89

members, is significantly larger than the average club membership, likely due to it including all Rotarians in the city of Venice. However, despite the RCV's size, its membership is declining at an average rate of 4.3 members per year. This decline is likely due to members passing on or leaving the club paired with insufficient recruitment efforts.

Statistical analysis of our service data revealed that supporting education and fighting disease are the most commonly addressed causes amongst Rotary service projects, followed by Promoting Peace. From our survey responses, most local services supported youth groups, local charities, funded scholarships, and food drives. We also found that most large-scale services addressed housing crises, water and sanitation issues in developing

Rotary Club Service Projects

- Other 4.1%
- Growing Local Econ... 8.7%
- Clean Water/Hygiene 3.1%
- Protecting the Envir... 9.2%
- Support Education 23.6%
- Saving Mothers/Chi... 6.2%
- Promoting Peace 15.9%
- Fighting Disease 29.2%

countries, youth exchange, and the End Polio Now movement established by Rotary International. Through our interviews, we noticed repetition in the suggestions we received concerning the efficacy and overall impact of service projects. The first was for clubs to devote the majority of their resources to large services. This is likely because they are easier to promote effectively and have a greater impact on public image. Secondly, services with a clear future tend to be more successful, as people prefer to support causes with lasting impacts. Lastly, many stressed the importance of collaboration–such as with local businesses, charities, and other Rotary Clubs–in successfully executing and maintaining large services.

We organized our fundraising data into six self-developed categories based on trends in our research. These categories include contests, performances, business partnerships, goods

selling, direct donation, and food and beverage events. Through statistical analysis, we found

that most fundraisers are classified

as either contest events,

performance events, or

food/beverage events. One of the

most important themes we found

from our research and interviews

was that fundraisers should always

be directly associated with a service

Rotary Club Fundraisers

Performance Event
23.3%

Contest Event
31.8%

Direct donation
2.3%

Partnership Event
9.7%

Other
7.4%

Good selling
5.7%

Food/Beverage Eve...
19.9%

or cause. This is because people are more likely to donate to a fundraiser if they know exactly

where their money is going. We found that the majority of successful fundraisers targeted either a

large group of small donors or a smaller pool of large donors.

Through our analysis of public relations materials, we identified common strategies and

creative choices that led to greater community engagement and awareness of the club. We

determined that the most used social media platforms by Rotary Clubs are Facebook, Instagram,

and Youtube. On these platforms, posts with concise captions and pictures of Rotarians

interacting with the community received the greatest community engagement. These posts are

likely successful because they humanize Rotarians and verify clubs' contributions to the causes

they vouch for. While the RCV frequently posts about past events on its Facebook, many

successful Rotary Club Facebook pages include posts about upcoming events and frequent

updates on its recurring services.

By analyzing several Rotary Club websites, we sought to identify characteristics that

make websites engaging, informative, and easy to navigate. During our research, we noticed that
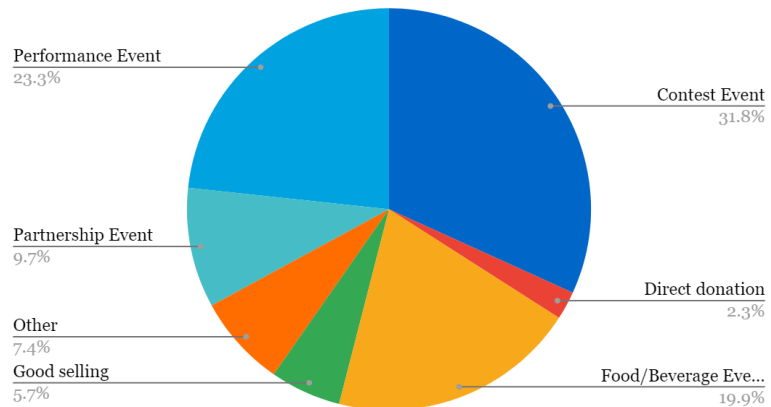
many Rotary websites utilize a standardized template, including the RCV. The RCV's website has minimal visual appeal on the homepage and while it contains lots of valuable information, such as past presidents, its services, and annual recap videos, they are buried in menus and overcrowded by information about Rotary International. We found that websites that were personalized, either by making significant changes to the template or going through a third-party website generator, were far more eye-catching and navigable. Personalizing a website can be as simple as editing the navigation bar to feature the club's services and accomplishments and can greatly enhance how the club is perceived through its website.

Through our interviews, we gained insight into effective PR and communication strategies. We learned that using as many mediums as possible to promote fundraisers, services, and themselves is essential for mobilizing support from the community. PR materials, however, are most effective when they are educational, engaging, and encourage people to want to learn more. Another crucial part of Rotary Club publicity is taking ownership. Successful clubs put their name on everything they accomplish because it raises awareness of the club and supports their reputation. Lastly, we learned that managing communication within the club is just as important as maintaining public relations. Ensuring members are informed of the club's events is crucial for maintaining member participation and pulling less active club members back in.

To summarize our research findings, we designed a set of booklets and deliverables to inform and encourage the adoption of modern and effective strategies by the RCV. Our booklets include suggestions, supportive research, and examples with respect to services, fundraising, and public relations. We also developed sample materials–including a mock website, a newsletter, and brochures–which can be modeled by the RCV to promote itself and its future events. We

designed these materials to be educational and timeless so that the RCV can continuously learn new methods and improve upon old ones.

We reached a set of conclusions and recommendations pertaining to our three areas of study. We believe that adopting our recommendations will allow the RCV to engage current and future members, establish loyal donors, and shed a positive light on Rotary. Ultimately, implementing these strategies will allow the RCV to take on larger, more unique services and address its current membership crisis.

Firstly, we recommend the RCV collaborate more with other Rotary Clubs, Venetian businesses, and charities to help expand the reach of its services. While the club does a good job running services on its own, having the additional expertise and funds that come with these collaborations can help the club expand its impact. In addition, we suggest the RCV focus more of its time on larger, recurring services, as these can help a Rotary Club stand out amongst others and are one of the best tools it has to promote itself.

To improve its fundraising efforts, we recommend the RCV implements food and beverage events. The simplicity and popularity of these events across both the United States and Italy indicate their success. In particular, we suggest the RCV hold wine tastings, as they would appeal to its members and are relatively easy to organize. Additionally, we recommend the RCV implements crowdfunding. Online crowdfunding platforms, such as IdeaGinger, make it easy to set up and maintain campaigns and reach significantly larger audiences than is possible with in-person events. Additionally, donations through crowdfunding platforms are deductible through taxes, therefore eliminating fiscal concerns many Italian clubs have with fundraising.

Our PR-related recommendations primarily concern its website, social media, and newsletter. With respect to the website, we recommend the RCV redesign the layout of its

homepage to be more navigable and representative of the club. While the current website has a lot of useful resources and information on the club, four out of its six navigation menu items are dedicated to Rotary International and administrative areas, while only two include information about the club. We suggest modifying the navigation bar to include more information about the club, its services, and its accomplishments.

We also recommend that the RCV posts more about its recurring services on its Facebook page, as well as frequent updates, as this approach was found to bring more engagement to social media pages. In addition, we advise the RCV to post pictures of its members getting involved in services and interacting with community members. These photos help humanize Rotary Clubs and demonstrate the club's activity.

Finally, we recommend that the RCV readopt its previous annual report as a quarterly newsletter. This would be an excellent way to keep club members informed on upcoming, ongoing, and past events. We also suggest the RCV add sections for 'member news' and recognition of the accomplishments and hard work of its members. In addition to ensuring every member is up to date on club events and functions, it can also be useful for encouraging participation from inactive members and increasing club-wide morale.

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Glossary

Deliverable   Product of the development process

District   The regional grouping of Rotary Clubs

External Fundraisers   Fundraisers engaging non-members

Interact Club   Includes Rotarians between the age of 12 to 18 years old

Internal Fundraisers   Fundraisers engaging members

LTV   Lifetime Value

Non-profit Organization   An organization that does not accept profit

PR   Public Relations

RCR   Rotary Club of Rome

RCT   Rotary Club of Treviso-Nord

RCV   Rotary Club of Venice

Rotaract Club   Includes Rotarians over the age of 18 years old

Rotarian   A member of a Rotary Club

Rotary Club   A local club dedicated to providing acts of service

Rotary Foundation   Money raised and utilized to support Rotary International's global services

Rotary International   International service organization

The Rotary Plan   Four priorities upheld by Rotary International

UNITEVE   The University of the Third Age

Zones   Wide groupings of several districts

1.0 Introduction

Rotary International is a 118-year-old service organization dedicated to making meaningful impacts on communities worldwide (Our History, 2023). Rotary International comprises over 46,000 Rotary Clubs committed to helping their local communities (Who We Are, 2023). Many do so, at least in part, through the organization of fundraising activities that support their services and cover administrative costs. Additionally, Rotary Clubs often work together to support larger or global causes that require more funds than can be amassed by a single club.

The Rotary Club of Venice (RCV) was one of the first Rotary Clubs established in Italy in March 1925 and is also one of the oldest in the world. The RCV belongs to District 2060, which encompasses all Rotary Clubs in the northeastern region of Italy. Its membership consists of professionals who support the Venetian community through various acts of service, some of which include expanding educational opportunities for retirees and making medical services and resources more accessible. Typically, Rotary Clubs organize fundraising events to cover administrative costs and to obtain funds to support these initiatives; however, the RCV's fundraising activities are limited due to bureaucratic challenges and pushback from members. In addition, public awareness of the club has fallen short due to limited community engagement and promotion of club activities and service projects.

To support the RCV's growth and impact on its community, our project team collected information on services, fundraising, and public relations through interviews, online research, and social media interactions with members from American and Italian Rotary Clubs. Our research suggested that adopting fundraisers that engage a wider, more diverse audience is necessary for the RCV to take on larger service initiatives and to ensure the longevity of its club.

Additionally, many clubs stressed the efficacy of a service-first approach, especially when it comes to establishing a loyal donor base and acquiring new members. From our research, we established a typology for services and fundraisers and also recommended specific fundraisers that may effectively support the RCV's service and institutional goals. Additional information on services and public relations was systematized into digital resources, intended to assist the RCV in bringing community awareness to the club, enrich club-wide understanding, and encourage adaptability.

Our deliverables seek to inform and excite the RCV about services and fundraising by highlighting the successes of other Rotary Clubs that are comparable to the RCV. The deliverables also emphasize and make recommendations on how the RCV can adapt itself to maintain its public image, gain community support, and attract the attention of younger donors and potential members. Fundraising is an approachable and essential tool for accomplishing the Rotary vision and plan. An expanded vision can enhance the RCV's community impact and grow the organization through improved outreach and public awareness. These lessons may also apply to other clubs with similar profiles to the RCV.

2.0 Background

The following chapter begins with a brief overview of Rotary International's history and values, then narrows its focus to Rotary Clubs, including the Rotary Club of Venice, Italy (RCV). All clubs have shared goals, characteristics, and logistics that they maintain. Some characteristics are unique to the RCV and are especially relevant to the scope of our project.

Among the shared values of Rotary Clubs, "service above self" is arguably the most important. Although how Rotary Clubs embody this objective may vary slightly from one to the next, most RCs have a common approach to service, in which fundraising has a prominent role. Fundraising is also central to our project. The sections below outline fundraiser typology and describe fundraising strategies that are relevant to our project. This includes details such as how fundraisers are organized and marketed.

Lastly, fundraising strategies used by nonprofit organizations, the RCV, and other Rotary Clubs are outlined and compared with respect to their fundraising objectives, target audiences, and outcomes. Special attention was paid to the qualities of the fundraisers that contributed to their success, or lack thereof. From this, we identify methods that apply to the RCVs goals and target audience and ultimately support our project objectives.

2.1 Rotary

Rotary is an international organization that was founded in Chicago in 1905 by Paul Harris. A devoted humanitarian, Harris wanted to give individuals of various professional backgrounds the opportunity to create long-lasting friendships while doing good for their communities. Rotary has grown to over 1.4 million members across 200 different countries, encompassing men and women from various racial and ethnic backgrounds. Today, Rotary

continues to bring about strong bonds among members to support its renewed vision to serve and transform communities around the globe. Every year, Rotarians contribute an average of over 47 hours of service to causes ranging from the local boys and girls clubs to global climate change initiatives (*About Rotary, 2023*).

The Rotary Club's motto, "Service above Self," encapsulates its dedication to assisting local and global communities. Through its network and services, it also intends to advance understanding, goodwill, and peace among community members, globally. Because Rotary members come from diverse professional backgrounds, they can support the community in several different fields. In less developed areas of the world, they are working to provide clean water and fight diseases (Our Causes, 2023). Meanwhile, in developed communities, they are supporting local businesses and making higher education more accessible through scholarships. These examples only scratch the surface of the numerous causes Rotary Clubs support.

2.1.1 Rotary Vision

Rotary International envisions a world where like-minded people are united to create lasting change across the globe, within communities, and one's self. Through their combined efforts, Rotary Clubs have targeted

Figure 1. The Rotary Plan as outlined by Rotary International

issues such as the polio virus, malnutrition, and illiteracy, which are categorized in a set of broader world issues they call "Our Causes." These causes, and the work Rotary does to support them, are described in greater detail in section 2.1.2.

Rotary outlines four main priorities to guide the clubs' actions. (Action Plan, 2023). The first priority is to increase its **impact** by grounding its decisions in evidence. In doing so, it hopes to develop more effective practices and infrastructure needed to define and measure the reach of its projects. Its second priority is to expand its **reach** by ensuring the Rotary name and mission are well-known by communities around the world. Sharing its values with a diverse range of people will allow it to expand its skill sets and make greater impacts with its services.

The Rotary Club's third priority is to enhance participant **engagement** by creating meaningful relationships among members. To achieve this, Rotary Clubs are encouraged to make club functions engaging and team-oriented, and to frequently recognize the hard work of their members. The fourth priority is to **adapt.** Rotary seeks new ideas and perspectives to inspire members to take risks to better serve the community. Ultimately, these priorities help Rotary Clubs around the world remain focused on a common goal and individual club objectives. These priorities, known as "The Rotary Plan," are summarized in Figure 1.

2.1.2 Rotary Structure

The Rotary Organization has three branches that work together to accomplish a common goal. These three branches include the Rotary Clubs, Rotary International, and the Rotary Foundation. Rotary Clubs– including Interact clubs and Rotaract clubs–are the backbone of the organization (Our Structure, 2023). They unite service-oriented individuals to address local and international needs through hands-on service projects. **The Rotary Foundation** helps fund these projects by collecting donations and ensuring that the money is used to promote Rotary's values. **Rotary International** supports Rotary Clubs by coordinating global programs and initiatives. (Our Structure, 2023). It encompasses all Interact, Rotaract, and Rotary Clubs, creating a global network of change-makers.

There are more than 46,000 **Rotary Clubs** across the globe, organized into over 500 districts, and further into 34 zones. This structure is summarized in Figure 2. Rotary Clubs are composed of devoted humanitarians. Members, known as Rotarians, must have established careers and the time and financial resources to support their club's initiatives. Within these clubs, members are encouraged to learn about the world, develop leadership skills, and discover the power of giving back.

Figure 2. The Rotary Structure as outlined by Rotary International

Rotaract was instituted as a separate organization within Rotary International in 1968 by the Charlotte North Carolina Rotary Club as a youth program for men and women aged 18 years or older. (Rotaract: 50 years of changing lives, n.d.). The goal of Rotaract is to encourage young men and women to lead and participate in community service early on. Rotaract members may also become Rotary Club members later in life. Although Rotaract Clubs are often very active on their own, many of their events and fundraisers are collaborative efforts with the Rotary Club. Rotaract, however, is considerably more active on its social media platforms, which has proved greatly beneficial for promoting events and recruiting members.

In the 1950s Rotary International began brainstorming ways to get younger audiences involved with community service. The first **Interact Club** came to fruition when the Rotary Club of Melbourne, Florida sponsored the Interact Club of Melbourne High School in November 1962. (1962: Interact takes action, n.d.) Since then, about 15,000 Interact Clubs have been implemented in schools across 145 countries. These clubs aim to get people under the age of 18
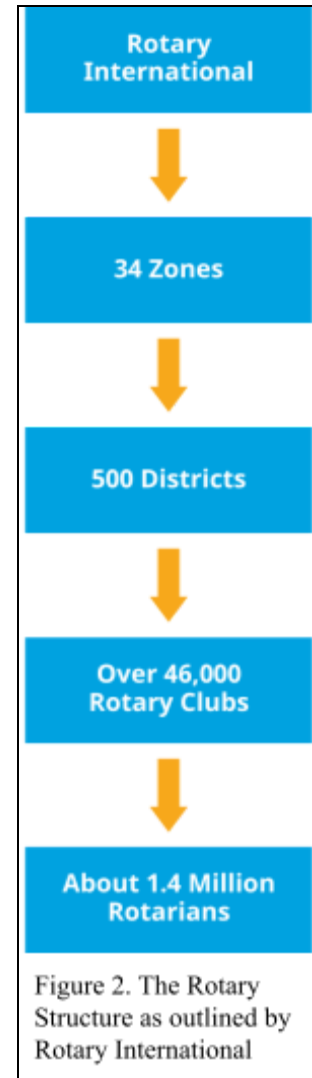
involved with community service, help develop leadership qualities, and expose young people to possible professions to pursue in the future.

2.1.3 Rotary Services

Every Rotary Club functions within the same service categories; however, the particular services that each Rotary Club performs vary widely. Rotary International outlines seven causes (see Figure 3) on which individual Rotary Clubs should focus their service efforts:

1. Promoting peace

2. Fighting disease

3. Providing clean water, sanitation, and hygiene

4. Supporting education

5. Protecting mothers and children

6. Growing local economies

7. Preserving the environment

Rotary International focuses on these issues to help build international relationships, improve lives, and ultimately create a better world (*Our Causes, 2023*).

Figure 3. The Rotary Causes as outlined by Rotary International

Rotary Clubs seek to **promote peace** by encouraging inclusive and educational conversations within and across cultures. Rotary and Rotaract Clubs develop leaders who can prevent and mediate conflicts through intentional conversations and meaningful actions. Rotary also provides support to refugees who have fled dangerous areas (*Our Causes, 2023*).

Rotary Clubs **fight disease** by educating and equipping communities with essential knowledge and resources for preventing the spread of deadly diseases, such as polio, HIV, and malaria. Through its fundraising efforts, Rotary International has helped expand access to healthcare in underprivileged communities. One of its largest campaigns called 'End Polio Now,' seeks to stop the spread of the Polio virus, which remains endemic in Pakistan and Afghanistan. The campaign has been active for 35 years and has reduced the number of polio cases by 99.9 percent (Our Causes, 2023).

Rotary Clubs across the globe have also banded together to support communities without **clean water, sanitation, and hygiene**. These, in addition to poor healthcare and malnutrition, have been the cause of approximately six million deaths of children under five years old annually. Rotary Clubs' combined efforts have generated numerous local solutions to these problems, which they hope to make more widespread. This will not be accomplished by simply building clean water wells and healthcare facilities; Rotarians share their professional expertise with leaders and educators in their local community to ensure their projects have long-lasting effects (Our Causes, 2023).

Rotarians also seek to **grow local economies** by expanding educational opportunities and providing services that enhance economic and community development. Through these efforts, they have created job opportunities and strengthened local entrepreneurs and leaders in underprivileged communities. The newest service initiative of Rotary International is **protecting**

the environment. Rotarians are addressing environmental issues through hands-on projects and by utilizing human connections to raise awareness and change or enact policies that address everyday practices that harm the planet (Our Causes, 2023).

2.1.4 Successful Rotary Clubs
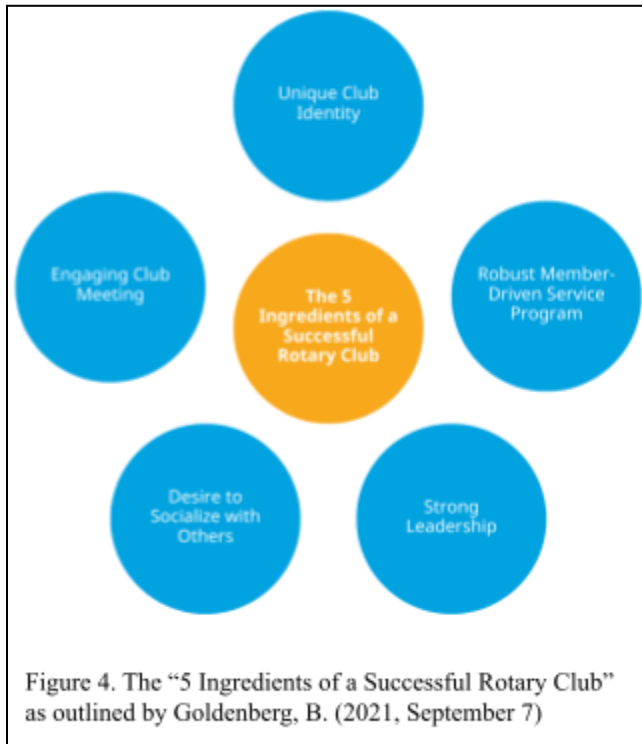
A successful Rotary Club, according to Rotary International, is defined by a set of five characteristics (see Figure 4). Rotary Clubs should emphasize their uniqueness and dedicate themselves to service. They should have individual goals that address local issues in addition to Rotary International's objectives. Because every community has a different history, values, and conflict, Rotary Clubs must reflect the *uniqueness* of the communities they serve in order to truly understand their needs. Every Rotary Club is defined by the members involved and the community it serves, and a successful Rotary Club should evaluate the values of its members and seek to embrace them through its services. In addition, successful Rotary Clubs exhibit an interest in socialization and collaboration, strong leadership, and interactive and inclusive meetings to ensure members are always on the same page (Goldenberg, 2021).

Figure 4. The "5 Ingredients of a Successful Rotary Club" as outlined by Goldenberg, B. (2021, September 7)

2.2 Rotary Club of Venice

The Rotary Club of Venice (RCV) was established on December 16th, 1924, and it gained official status when its "Charta" was released by Rotary International in March 1925 (Rotary Club Venezia, 2023). The RCV was one of the first Rotary Clubs established in Italy and remains the only Rotary Club in the historic city of Venice to this day. As such, the RCV has had a larger-than-average number of members. However, despite the club's high member count, the RCV's membership has been steadily declining. While the Covid-19 pandemic was partially responsible for this reduction, limited awareness of the club is also a significant contributor. Since 2015, the RCV has declined from roughly 110 to 84 members. The RCV's vision is consistent with that of Rotary International: it seeks to create long-lasting change in the community of Venice through acts of service. As the RCV's membership continues to fall, its impact will likely diminish if newer members aren't acquired.

The RCV is part of Rotary International District 2060. The district comprises 94 clubs in the northeastern region of Italy, an area that encompasses cities such as Trento, Verona, Vicenza, Trieste, Padova, and Venezia (Trova UN club del Distretto 2060, 2023). Every Rotary Club within this district has a board of directors consisting of a president, vice-president, treasurer, secretary, prefect, director, and several advisors. Each year, a new board is voted into office by the club's members. The RCV's chapter president, Pietro Mariutti, was succeeded by Diego Vianello (our project sponsor) during the period of our project. Rotary presidents are responsible for setting the budget and service goals for the year, planning and running meetings, and facilitating conversations between other Rotary Clubs in the district.

2.2.1 RCV Services

Following the vision of Rotary International, each year, the RCV establishes a plan for local service initiatives it will undertake in the coming year. Planning services require adequate

management of international funding and budgeting. The RCV supports a number of different services each year that vary in size and scope. The purpose of these services is to continuously support the community of Venice and its ever-changing needs. Many services the RCV performs are repeated year after year, especially those that address larger or recurring issues. These include the University of the Third Age (UNITEVE), End Polio Now, the Italian Association Against Leukemia, Lymphoma, and Myeloma (AIL); and the provision of scholarships for young people (Service in Favor of 2021/2022, 2023). Newer services are introduced periodically to address the latest or less pressing issues. Last year, the RCV helped fund wells to be built in Peru, supplied the municipal police command with defibrillators, and expanded educational opportunities by supporting the Great School of the Carmines and Veneto University (Service in Favor of 2021/2022, 2023).

One organization that the RCV supports is the Italian Association Against Leukemia, Lymphoma, and Myeloma (AIL). AIL was established by a former president of the RCV Giovanni Alliata, and aims to promote research, support people who are suffering from these diseases, and spread awareness. (All About Us, n.d.).

Another organization that the RCV supports is the Italian Association for Cancer Research (AIRC).The RCV collaborates with AIRC to expand understanding of cancer in order to help prevent, diagnose, and treat different types of the disease. The AIRC also works to make understanding cancer easier for people without any medical background (Conoscere IL cancro: Prevenzione, diagnosi E Cura, 2022).

The University of the Third Age (UNITEVE) is a global movement offering free classes to retired adults in a variety of different disciplines. The UNITEVE in Venice was founded by and continues to be funded and staffed by the RCV. With over 30 volunteering professors

offering a vast selection of educational and intramural courses, UNITEVE aims to make education and skill building more approachable and collaborative for retirees and part-time employees in Venice (Home, n.d.).

The RCV also produces visual tactile maps, which have been implemented in churches across the Historic City of Venice. These visual tactile maps aim to portray information to those with disabilities. For those who are blind, they can run their fingers over the plaque and acquire all the information they need to know. For those who are deaf, there are text and visuals on the plaque, as well as QR codes that bring the viewer to a set of videos with sign language.

2.2.2 RCV Fundraisers

Providing meaningful services to the community of Venice is the ultimate goal of the RCV; however, none of these services would be possible without sufficient funding. Presently, the RCV raises the majority of its funds internally through membership dues. It also hosts small events such as charity auctions and lotteries among the RCV members and concerts that are open to the public. Although these events have funded many impactful services, the RCV wishes to diversify its fundraising efforts and extend its reach to community members and tourists. Introducing new and exciting fundraising events to the Venetian community will allow the RCV to take on larger initiatives, such as starting an international scholarship program. Adopting a new fundraising approach, however, presents significant challenges in terms of taxes and the willingness amongst members to adapt to new ways.

One challenge with transitioning to an external fundraising model is the extensive documentation of incoming funds required by the tax system of Italy. Italian law requires detailed accountability of all externally raised funds, which is considered a lengthy and grueling process by many of the RCV members. Additionally, the tax rates in Italy are extremely

high–between 23 percent to 43 percent for institutions like the RCV. This means, if fundraisers don't raise a significant amount of funds, only a small amount would go directly towards its service projects. The RCV and other Rotary Clubs have managed to get around this policy by conducting fundraisers in collaboration with Rotary Clubs within the district, which allows accounting to occur through Rotary International. However, these obstacles are an ongoing limitation for the RCV's external fundraising efforts.

2.2.3 RCV Target Audience

The RCV currently conducts fundraisers that are internal to the club, meaning the audience consists of the members themselves. Before the RCV ventures into 'external fundraising' methods–fundraisers that engage non-members–it is necessary for them to assess who is likely to support the fundraisers and what their interests are. Understanding its target audiences will ensure its fundraisers are worthwhile and attract donors who are likely to support the RCV year after year.

The RCV's external fundraisers could have two primary targets: residents of Venice and tourists. The RCV's "target audience" refers to individuals who are likely to support the organization by attending its events and donating to its fundraisers. Services that support the local community should resonate with the locals, thereby incentivizing residents of Venice to donate; however, there are fewer and fewer residents staying in the historic center of the city and either moving to the mainland and commuting or leaving the city altogether (Salerno & Russo, 2022). Thus, the RCV must also consider targeting non-residents for its fundraisers.

A potential secondary audience for the RCV's fundraisers is the enormous number of tourists visiting the city. Each year, millions of people visit the city for either day trips or overnight stays, peaking at roughly 110,000 visitors per day (Williams, 2023). While tourists are

supportive of the city, they are generally detached from the community and its values and may be unaware of its most pressing issues. This presents a challenge for the RCV to address because tourists are less likely to donate to causes they don't understand. Therefore, the RCV should cater its fundraisers to the interests of tourists, in addition to Venetian locals.

2.3 Fundraising

In addition to spontaneous donation giving, Fundraisers may take the form of various events or activities that involve the community, during which funds are collected to directly benefit an organization or cause. Fundraisers may involve many people with a small amount to give or a few with a large amount to give. As Rotary Clubs in particular are not as reliant on government grants or similar revenue sources compared to nonprofits, Rotary Clubs must organize interesting and effective fundraisers in order to support their service goals.

2.3.1 Types of Fundraisers

The concept of fundraising is broad; however, some techniques are used more frequently. Most fundraising activities and events fall under one of six commonly used frameworks. These frameworks, or 'Fundraiser Types,' are organized in Table 1 and are described in more detail below.

Table 1. Fundraiser Typology

Fundraiser Type	Example
Contest Event	50/50 raffle, auction, bingo
Food/Beverage Event	Wine tasting, potluck
Performance Event	Comedy, open mic, music
Business Partnership Event	Club partners with business to support service
Direct Donation	Gift-matching, mail-in, online portal
Goods-Selling	Bake sale, lemonade stand, art sale

Common types of fundraisers used by nonprofits and Rotary Clubs, determined from interviews

The first category of fundraisers consists of **contest events**, under which raffles are the most common, and used especially in the United States. Raffles are the practice of selling tickets for a prize that entices many people. Raffles are often coupled with a larger event and serve as an incentive for people to give. A common type of raffle is the 50/50 raffle, where 50 percent of the proceeds for the raffle go towards the non-profit and the other 50 percent is awarded to the participant. One study conducted by Bhati and Hansen demonstrated the various ways to increase the profits of raffles. This includes announcing periodically how many tickets have been sold and how valuable the prizes are or placing a discount on tickets when more are purchased (Bhati & Hansen, 2020). A similar and equally successful practice is auctioning, in which prizes are auctioned off to the highest bidder.

Performance events charge a fee to participate in an event that is directly linked to a charitable organization or cause. Some nonprofits organize sporting tournaments while others host concerts. Ultimately, the specific event that is held should be tailored to the interests and needs of the community or target audience. Charitable walks or runs are well-known examples such as the Relay for Life event held by the American Cancer Society. By participating in the

event, individuals become educated on the issue the organization seeks to address, and ultimately, more attuned to what they are exerting themselves for (Bhati & Hansen, 2020). These charitable events often educate participants and offer memorable experiences, leaving people more likely to spread the word about the organization.

Business Partnership events are fundraisers in which an organization collaborates with a local business to raise funds directly from the sales of its products. The organization will often take ten to twenty percent of the sales revenue, and the rest is kept by the business. Because of this, local businesses often benefit from business partnership events by gaining publicity through the promotion of the event. An example of a business partnership event is the Pints for Polio fundraisers held by many American Rotary Clubs in collaboration with local breweries to raise money for End Polio Now.

Food and beverage events are another common technique for fundraising. Food and beverages evoke emotions, connections, and generosity which increase the audience's likelihood to give. Food and beverage events may take the form of a potluck or cookout–a low-cost option that is more common in the US–or utilize a restaurant or catering service. Depending on how the items are served or available to participants, funds may be raised per portion or through admission to the event. Regardless, because nearly everyone enjoys food and supporting good causes, food and beverage events are one of the best, low-effort ways to generate a lot of profit and establish recurring donors.

Direct donations are a common approach to fundraising that requires little planning or resources. Linear, nonlinear, and fixed gift matching are examples of direct donations and all involve a 'generous donor.' Linear donation matching is when a person's donation is matched one to one by a generous donor. In nonlinear matching, the generous donor gives a percentage of

the initial donation as long as it is at or above a predetermined threshold. Fixed gift matching is when a generous donor offers an additional fixed amount above the donation. For example, if the fixed positive match is a two to one ratio and the donated amount is 100 dollars, the generous donor will donate 200 dollars (Huck, Imran & Andrew, 2015). These methods may or may not be associated with an event, but involve explicitly asking individuals to donate to a cause. Thus, this approach is most suitable for well-known organizations with an established donor base.

The last and most straightforward method of fundraising is **goods selling**. This method involves selling things in a public space where there are many passersby. The items sold can be food items or everyday items such as jewelry or water bottles. Goods selling events can lead to a lot of profit, especially for smaller organizations that have a smaller budget or fewer resources to hold larger events.

2.3.2 Fundraiser Success

According to a 2015 study on giving behavior, which compared how various charitable fundraising schemes impact individuals' likelihood to donate money, most people exhibit a "warm glow," meaning they derive selfish pleasure from doing good, regardless of the impact they are having with their generosity. Thus, fundraisers are more likely to be successful if they appeal to people's local or global concerns, Additionally, people are more likely to give to a cause if they have "donor trust," meaning they trust that their actions will directly benefit the cause the fundraiser claims to be supporting (Kachersky & Ryall, 2019).

There are a plethora of methods to use when calculating the success of fundraisers. The most digestible method is the cost-to-profit ratio or the return rate. Determining whether funding sources are well matched or exceeded by the funds raised is a good measure of a fundraiser's return rate and ensures money is available to flow into areas where it will do good. One method

is to consider the money spent on services in relation to the total money spent by the organization. This ratio ensures the sustainability of the fundraiser so that a sufficient amount of money earned by the nonprofit is going towards community service (Brooks, 2004). However, if the profit is very low, it is likely the organization needs to reevaluate its budget to ensure its spending doesn't impede its ability to fund services.

Another method to measure the success of a fundraising campaign is to estimate the lifetime value (LTV) of the fundraiser's potential donors. A donor's LTV is the combination of costs associated with creating and maintaining a donor relationship, and the estimated revenue the donor will bring to the organization.

One benefit of using LTV is that, by requiring the organization to estimate all expenses and revenue sources of a donor, it's forced to consider expenses associated with promoting, organizing, and running its fundraising campaigns. These are expenses other metrics tend to overlook. While these factors may be difficult to precisely calculate, optimizing them is a crucial step in a relationship-focused fundraising approach. A long-term fundraising campaign is unlikely to succeed if the host organization does not have a flexible yet actionable plan for the future.

2.3.3 Fundraising for Nonprofits

Table 2. Fundraiser Models

Fundraising Model	Example
Heartfelt Connector	Make-a-Wish Foundation
Member Motivator	A Community Church
Resource Recycler	AmeriCares Foundation
Local Nationalizer	Big Brothers Big Sisters of America

In 2009, journalists at *Stanford Social Innovation Review* identified a problem with the way money and funding was discussed amongst non-profit executives. Lacking the shorthand language that allowed for-profit companies to articulate financial issues and strategies with ease, nonprofits struggled with or avoided essential conversations about money and marketplace success. To address this "poverty of language," Stanford journalists conducted research on some of the largest US nonprofits to devise ten, clearly defined non-profit models.

While non-profits tend to channel their energy into a single cause, like Rotary Clubs, most nonprofits utilize many and varied strategies to support their causes. As such, Stanford's intention with its '10 Nonprofit Funding Models' was not to limit nonprofits to a single approach, but to introduce sets of frameworks or principles that could guide conversations about money in more productive directions. Using these models, nonprofit leaders can identify fundraising strategies that best support their organization's goals and communicate them more clearly.

Because of their similar scopes and initiates, some of the methods used by nonprofits are applicable to Rotary Clubs and can be leveraged to improve fundraising outcomes. Among the nonprofit models outlined below, four were determined to be relevant to the scope of this project (See Table 2).

An organization that uses the **heartfelt connector model** focuses on supporting causes that resonate with a large number of people. Fundraisers and events based on this model offer a structured way for diverse donors and volunteers with different levels of income to interact and contribute. When many donors build connections around a cause, nonprofits are able to expand their reach and acquire loyal supporters of their organization (Foster, Kim & Christiansen, 2009).

The **member motivator model** involves people who donate to a cause because it is an

integral part of their life and offers them a mutual benefit. It eliminates the need to perform extensive community outreach or justification as to why community members should support the cause because members are already seeking the activities the nonprofit is supporting (Foster, Kim & Christiansen, 2009). Churches are an example of a nonprofit organization that often uses this model. Because most people are already aware of what a church offers, much of their promotion is aimed at informing the public that they exist and could benefit from monetary support.

The **resource recycler model** involves the collection of donated goods from corporations or individuals to be redistributed to people in need. Businesses often donate goods that would otherwise be wasted or have a low marginal cost to nonprofits because their services do not compete with the manufacturer; however, the combined efforts of the nonprofit and goods provider ultimately reduce waste and help solve accessibility crises.

Local nationalizers are nonprofits that grow their organization by creating a national and in some cases international, network of locally run operations, all functioning under the same mission and framework. With the funds they obtain from donations, local fundraisers, and events, these organizations focus on supporting local issues that the government alone cannot address. Rotary International is a prime example of a nonprofit organization that utilizes, and succeeds, with this funding model (Foster, Kim & Christiansen, 2009).
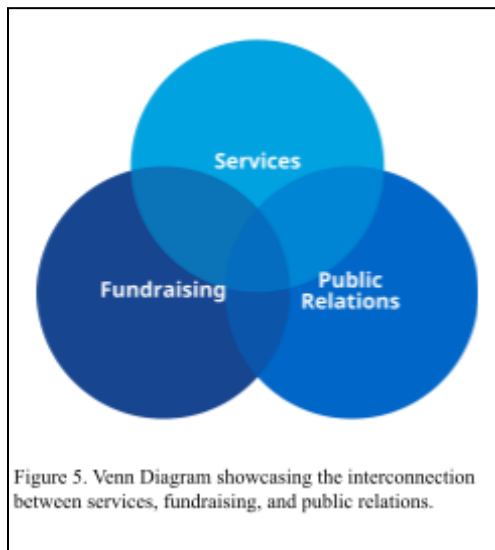
2.3.3.1 Fundraiser Planning

Before deciding on a venue, theme, or specific promotion strategy for a fundraiser, nonprofit organizations consider several important aspects of the fundraiser. A well-planned fundraiser should have an explicit goal that goes beyond simply raising money. For example, it could aim to increase donor involvement, improve organizational efficiency, or raise awareness

of the organization's causes.

The fundraiser's scope will affect who it targets. If it's intended to cover a one-time expense, focusing on a small number of major donors may be optimal. Meanwhile, if it's focused on the long-term sustainability of an organization, it may be best to target annual donors who will consistently return. A well-planned fundraiser should also consider outreach to donors after the fundraiser's conclusion (Waters, 2010). Donors value honesty and transparency from organizations they support, especially in how their funds are used by the organization.

2.3.4 Fundraising for Rotary Clubs

Figure 5. Venn Diagram showcasing the interconnection between services, fundraising, and public relations.

While both Rotary Clubs and nonprofits conduct fundraising, Rotary's unique membership demographics and heavy reliance on community support shape its fundraising efforts. Rotary fundraisers are typically geared towards a specific service, as people are more likely to donate when they know exactly how their money will be used. Additionally, because one of Rotary's values is creating long-lasting relationships, Rotary Club fundraising campaigns tend to prioritize bringing people together under a common cause.

While community-wide services can be funded amply with small-scale fundraiser events, many Rotary Club services contribute to global initiatives, which require more funds than any single club can amass on its own. This is why an important component of Rotary fundraising is collaboration. Collaborative fundraising efforts may involve several other Rotary Clubs, nonprofit organizations, local businesses, and even larger corporations with similar goals and

initiatives. In addition to monetary support, collaboration opens the door to new perspectives, skills, resources, and credibility–if the collaborator is well known–which improves the quality of fundraisers and potentially attracts a greater number of donors.

Fundraising enables Rotary Clubs to have a larger impact with their services, but fundraising on its own does not make a service, or club as a whole, successful. While selecting an appropriate type of fundraiser and organizing it strategically to meet specific goals is important, without a worthwhile cause or adequate promotion, fundraising is counterproductive.

2.4 Public Relations

Public relations (PR) in any organization is essential to establishing and maintaining support from outside parties. PR consists of managing all marketing and communication materials that may influence how people perceive an organization. The goal of the "PR department" of an organization is to maintain public image through its media presence and interactions with the public. It accomplishes this by producing PR materials, which are tangible or digital ways to disseminate information. PR materials typically seek to leave a lasting impression on its viewers through either visual appeal, humor, logic, or emotion.

While good PR can ultimately bring in greater donor support, it is important to ensure the resources used on PR materials do not exceed the amount coming in. Social media and local news outlets are generally inexpensive ways to reach a large audience, and are especially accessible to smaller organizations.

Each Rotary Club is defined by its services, fundraisers, and public relations. Together, these components determine, not only a club's impact but its relevance within its community and amongst other Rotary Clubs. In the following section, the methods used to understand and conceptualize these components as synergistic within Rotary operations are outlined in detail.

3.0 Methodology

The Rotary Club of Venice has several ongoing service projects, all of which are primarily funded by the members. While many people have benefited from these services, oftentimes this impact goes unrecognized by others. Additionally, many locals and even some of the RCV members are unaware that such services exist or that the RCV is associated with them. This project aimed to support the Rotary Club of Venice in its execution of service projects and fundraising and to further develop its public relations through various promotional strategies.

We defined the following project objectives to guide our research and support the RCV:

1. Researching and highlighting successful Rotary services from around the globe

2. Researching and categorizing fundraising best practices

3. Developing and delivering public relations materials

To achieve our project objectives, we conducted extensive online research and collected data via surveys and interviews to learn about existing services, fundraisers, and promotional strategies used by Rotary Clubs (See Figures 6 & 7). Subsequently, we analyzed our data, using tables and graphs, to identify trends and commonalities between methods employed by various Rotary Clubs. This allowed us to narrow down our results into a set of suggestions, formatted into booklets, which will serve as guiding material for the RCV's operations.

Preparatory research for this project was initiated on March 13th, and activities in the field took place from May 28th to July 15th. Interviews were conducted with Rotarians in the United States and Italy. In the United States, we primarily focused on Rotary Clubs close to our hometowns and in its larger cities. In Italy, we focused on towns and cities within the Veneto

region–such as Verona, Padua, and Treviso–as well as other communities in Italy. The locations of the clubs we researched are outlined in Figures 6 and 7.

Figure 6. Map of American Rotary Clubs that were researched online and interviewed.

Figure 7. Map of Italian Rotary Clubs that were researched online and interviewed.

The following sections describe the methods we applied to achieve our objectives. The bulk of these sections outline the process of researching and collecting data about services, fundraising, and public relations. The rest of the chapter describes how we analyzed and narrowed our findings into informational deliverables for the RCV.

3.1 Researching and Highlighting Rotary Services

Impact–one of the four pillars of the **Rotary Plan**–goes hand-in-hand with service. Every Rotary Club devotes time to one or more service projects which seek to address one of the seven Rotary International causes and aims to have an impact on local and global communities. Considerable time was devoted to researching service goals and initiatives of Rotary International and Rotary Clubs around the world. This information was essential for reaching our service recommendations for the RCV.

3.1.1 Researching Rotary International Service Philosophies and Goals

Rotary International has seven main causes it believes are important to address: promoting peace, fighting disease; providing clean water, sanitation, and hygiene; saving

mothers and children; supporting education, growing local economies, and protecting the environment. In doing so, Rotary has made impactful changes across the globe. Our research on these global initiatives began with understanding how Rotary defines each of the seven initiatives and how it addresses them at an international level. Much of the material we reviewed was accessible through the 'Our Causes' page on the Rotary International website; by reading about Rotary International's larger service initiatives such as 'End Polio Now'; and by exploring the web for more information about Rotary.

Through our research, we gained a better understanding of how individual clubs address the seven causes and why some are prioritized over others in certain communities. We also learned about how Rotarians implement the Rotary Plan–impact, reach, engage, and adapt–into club functions and their everyday activities. The plan is a set of governing principles to ensure Rotary Clubs are reaching their fullest potential and accomplishing their goals. In our interviews, we learned how these governing principles, and other customs of Rotary, have influenced the Rotarians' lives. Supplementing our online research with personal perspectives from Rotarians allowed us to achieve a more comprehensive understanding of Rotary and the full impact it has on the world.

3.1.2 Researching Rotary Club Service Projects

Providing useful and reliable service recommendations to the RCV required extensive research. While it is infeasible to document every Rotary service project, we collected as much data as possible to ensure we had ample evidence to support our recommendations. Data on services was collected from Rotary websites, social media pages, and interviews with Rotarians. In addition to websites, we explored a variety of social media platforms, including Instagram,

Facebook, and Youtube. Many Rotary Clubs favor one platform over another, meaning what was lacking from one platform was often plentiful on another.

We also learned about Rotary services by speaking directly to Rotarians. Using the Rotary International club finder, Facebook Messenger, website contact forms, and email, we contacted 276 American and Italian clubs and requested an in-person or virtual meeting. Interviews took approximately 30 minutes and involved discussions about services, fundraising, and other topics about Rotary success. Our interviews were guided by a set of preplanned questions (see Appendix A) intended to keep the conversation relevant and useful to our project. We also asked our interviewees for other Rotary contacts, a strategy called 'snowballing', which significantly increased the amount of information we were able to obtain from direct sources.

3.1.3 Analyzing and Drawing Conclusions from Service Data

The data we collected from websites, social media, and interviews were recorded in two documents–one for the US and one for Italy–and then organized into a single, comprehensive spreadsheet. Each line of the spreadsheet specified the name of a service or fundraiser, the responsible Rotary Club, the country it is from (USA or Italy), and a classification. Services were classified under one of the seven Rotary International causes. After each service had been classified, a pie chart was generated to observe the general typology of service contributions across clubs. We also drew qualitative conclusions from our interviews by identifying service approaches or methods that are common and successful amongst many Rotary Clubs. To relay our qualitative findings to the RCV concisely and engagingly, we developed a set of service-focused deliverables. Our service deliverables, which include a service booklet and a brochure for UNITEVE, aim to inform and encourage Rotarians to consider other common strategies to potentially increase the impact of their current and future service projects.

3.2 Researching and Categorizing Fundraisers

At the end of each presidential year, all Rotary Clubs develop an agenda, which maps out the ongoing and opportunistic service projects for the upcoming year. The purpose of this is not only to hold Rotarians accountable for their service goals but to ensure they are reaching their fullest service potential for what their budget allows. Most service projects are not possible without funds. While some larger clubs rely entirely on their members to fund services through membership fees or donations, more often clubs must obtain funds from external sources. Because some members of the RCV expressed skepticism around their club's ability to raise funds externally, we took a twofold approach to our research. We began by gaining a broad understanding of fundraising, from a strategic and logistical perspective, then narrowed our research to types of fundraisers commonly employed by Rotary Clubs, as outlined below.

3.2.1 Researching Fundraiser Frameworks and Methodologies

Learning about fundraising practices, marketing strategies, and the psychology behind beneficiary-donor relationships required extensive research. One of the ways we conducted research was by using peer-reviewed sources. In these articles, we read about how fundraising experts categorize fundraising events, the types of fundraisers donors are more receptive to, and patterns in donating behavior.

Another strategy we used to expand our knowledge on fundraising was to analyze successful fundraisers–such as Relay for Life and the ALS Ice Bucket Challenge–to determine trends that are common amongst them. This helped provide a practical backing to our theoretical findings and ensured that the theoretical models we analyzed applied to Rotary fundraisers. While Rotary Clubs are different from traditional nonprofits and charity-related businesses,

many fundraising principles used by such organizations are transferable to Rotary Clubs. Thus, while scholarly resources specific to Rotary fundraising are sparse, most general fundraising resources offer relevant and useful information to support our project objectives.

3.2.2 Researching Rotary Fundraisers

To ensure our fundraising suggestions were feasible for the RCV, we studied common and successful fundraisers conducted by Rotary Clubs in the United States, Italy, and other European countries. The majority of this information was collected on Rotary Club websites and social media accounts–primarily Facebook–where we analyzed posts about past and upcoming fundraising events. Through our analyses, we sought to determine the fundraisers' purpose, strategies employed, and evidence of success.

Another key source of information was the Rotarians themselves. Interviews were conducted with Rotarians in the US and Italy, during which we inquired about successful and recurring fundraisers they organize, fundraising techniques they employ, event planning processes, and strategies for ensuring good fundraiser turnout. Additionally, because social media posts tended to share more general information about fundraisers, Rotarians were especially useful for collecting specific numbers related to events such as goal margins, number of attendees, the amount of funds raised, and profit. As the Italian fiscal system is a significant deterrent to fundraising for the RCV, data on Italian fundraising was especially valuable in strengthening our suggestions.

3.2.3 Analyzing and Categorizing Fundraiser Data

All of our data from online research and interviews was compiled into documents, one for American Rotary Clubs and another for Italian ones. Fundraiser categories were determined

based on our research findings of the most common approaches amongst Rotary Clubs. These approaches include contest, food and beverage, and business partnership events; direct donations, good selling, and 'other' for those that do not match the six categories. Once each fundraiser had been categorized, we created a pie chart to represent our findings. While this chart does not suggest which types of fundraisers are most successful, it depicts the most frequent fundraiser types amongst several successful Rotary Clubs. This chart allows us to make specific fundraiser suggestions to the RCV. We summarized our fundraiser suggestions in a booklet-style deliverable, offering the RCV a visually engaging resource to support its future implementation of fundraisers.

3.3 Developing and Presenting Public Relations Materials

During our fieldwork, and in speaking with the RCV representatives, we realized that the club was engaged in many activities that were not visible or easily accessed on its website or social media pages. Therefore, we built a greater focus on public relations (PR) into our project during the IQP term. The following sections describe how we researched and developed PR materials that can be applied to and maintained by the RCV. The purpose of these materials is to help the RCV bring external awareness to its club, strengthen relationships with locals, and ensure its public image is consistent with Rotary values.

3.3.1 Researching Promotional Strategies Used by Rotary Clubs

To make PR suggestions that can be applied to the RCV, we researched PR strategies that are common amongst other Rotary Clubs. This primarily involved exploring Rotary Club websites and social media pages, as this is where the majority of its PR materials are available. On social media platforms, we studied details of text posts and posters such as wording, fonts,

and colors. For images and videos, we took note of who or what was featured and the activities being depicted. Through our analyses of social media PR, we identified themes and common strategies across posts and assessed public engagement to determine whether such strategies appeared successful.

Because we cannot gauge the quality or efficacy of a website through its public response, we assessed Rotary Club websites by placing ourselves in the shoes of the viewer. We analyzed Rotary Club websites to determine whether they were accessible, navigable, and impactful, paying close attention to the home and services pages, as well as overall content and appearance. On the home page, we primarily looked for visual appeal and navigability. On the services page, we analyzed descriptions, images, and hyperlinks to determine whether a viewer could easily navigate the page and learn about each service. Finally, we looked for personalization on the websites beyond the standard template that Rotary International provides to its clubs.

Other PR materials we studied included newsletters, newspaper articles, and fliers. Some of these materials were available online, but many were acquired directly from Rotarians during our interviews. For these materials, we assessed content and appearance, determined whether the content was informative and engaging, and arrived at a set of recommendations for more effective PR by the RCV. We summarized our research and recommendations in an informational deliverable, entitled 'Public Relations Booklet,' which includes supportive data and sample public relations materials to demonstrate our recommendations further.

4.0 Results and Analysis

The goal of this project was to support the Rotary Club of Venice by developing service, fundraising, and public relations materials. Our developed materials intend to bring public awareness to the club, enrich club-wide understanding, and encourage adaptability. To achieve this goal, we began by conducting extensive research on Rotary Clubs, fundraising best practices, and public relations strategies. Much of our data was obtained from Rotary websites, social media, and peer-reviewed articles. Additional information to support our results and recommendations was obtained through interviews with Rotarians, charity representatives, and other fundraising experts.

Once sufficient data was collected to support our project objectives, we analyzed our data in several ways. To identify common trends among successful fundraisers and service types, we developed data visualization tools such as pie charts and summarized our findings with statistics and analysis. We also interpreted our data qualitatively by grouping common fundraiser and public relations approaches into a set of categories and frameworks. These results guided our development of sample and educational materials, which offer the RCV recommendations in each of our three areas of research.

We began our project by collecting general information and statistics on Rotary Clubs and the RCV. In addition to studying the history, values, and objectives of Rotary International (see section 2.0), we utilized a survey and interviews to learn about Rotary Clubs from the perspective of their members. Our major takeaways from the survey were Rotary Club demographics, such as the average number of members (see Figure 8) and the individual goals of Rotarians. In addition, from our interviews, we learned more about club-wide goals and values, which influence services and ultimately set clubs apart from one another.
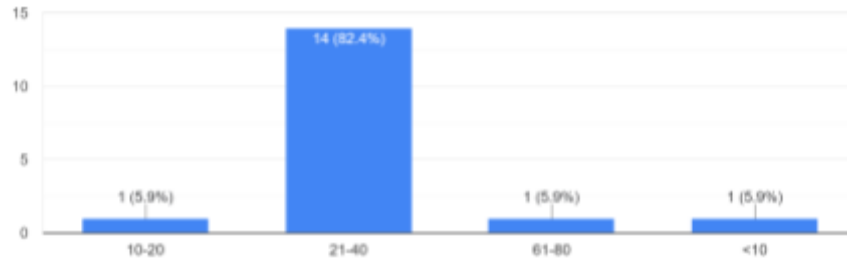
Figure 8. Graph depicting average number of members based on survey results.

Our encounters with Rotarians provided some of the most valuable data for our project. To conduct interviews and obtain survey responses, we utilized email, Facebook, Instagram, and contact forms on Rotary websites as our main forms of outreach. We also utilized our advisors and sponsors to contact Rotarians directly. Of these methods, email and Facebook communication generated greater response rates. In total, we contacted 276 clubs, received 33 responses, and conducted 20 interviews. Sending cold emails resulted in 20 responses, and sending messages through Facebook gave us four responses. Our overall response rate, regardless of the contact platform (see Figure 9), was 5.4 percent and our interview rate was 6.9 percent (see Figure 10).
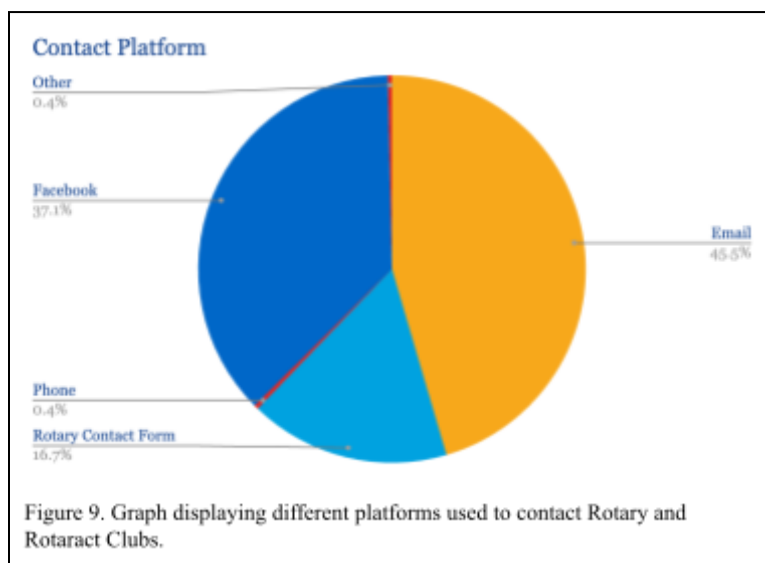
Figure 9. Graph displaying different platforms used to contact Rotary and Rotaract Clubs.

Response Rate of Rotary Clubs

Interviewed
6.9%
Responded
5.4%
No Response
87.7%

Figure 10. Graph displaying the response rate of the Rotary and Rotaract Clubs.
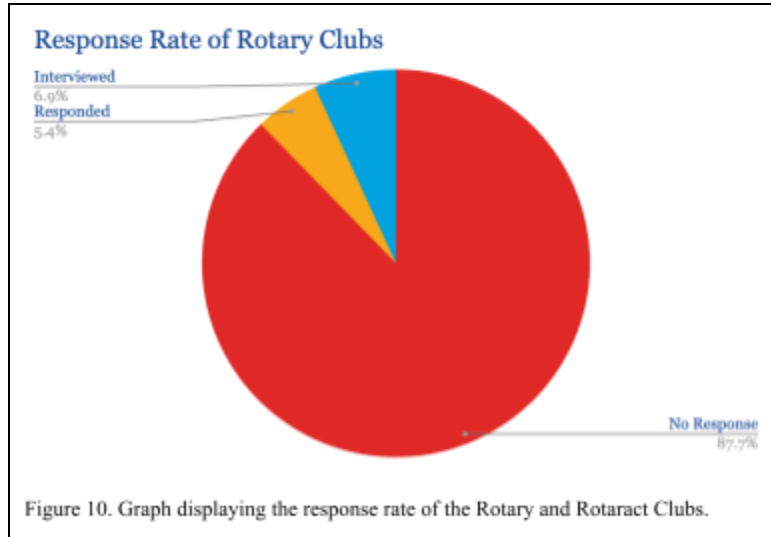
Of the 137 Italian and European Rotary Clubs we contacted, we received 14 responses and scheduled nine interviews, giving a 10.2 percent response rate and a 6.6 percent interview rate. We also reached out to 138 American clubs, receiving responses from 23 and successfully holding interviews with 11. This generated a 16.7 percent response rate and an 8.0 percent interview rate for American Rotary Clubs. Despite reaching out to approximately the same amount of clubs in both regions, the greater response rate we received from American Rotary Clubs is likely due to sending our messages in English. While many people in Italy understand English or have access to a translator, receiving an email in a foreign language could easily be perceived as spam and dismissed. Despite our low response rates, we managed to obtain significant information from our interviews, as interviewees were willing to share details about their club that were more in-depth and personal than those found on public platforms.

Based on 17 survey responses, the average number of members in a Rotary Club is between 21 and 40 (see Figure 8). This data is consistent with the global average of 30 members per Rotary Club. Comparatively, the RCV has 89 members, three times the average. This is likely because the RCV is the only Rotary Club in Venice, while most cities have several, such as neighboring Padova with six separate Rotary Clubs. Despite having an above-average

membership, the RCV's membership is declining at an average rate of 4.3 members a year,

having 104 members in 2018 and 89 members in 2023 (see Figure 11). This decline is likely due

to the passing of older members combined with a lack of member recruitment.

Figure 11. Graph displaying the change in membership of the RCV over the past 5 years.
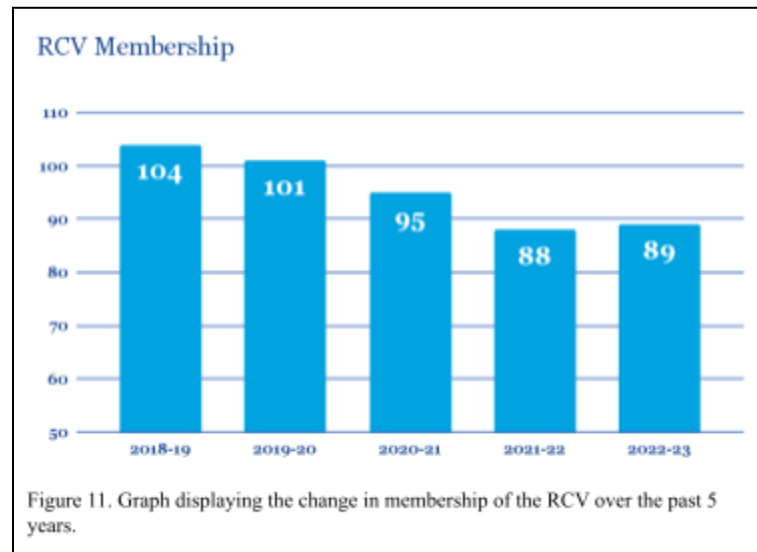
From the "additional comments" section of our survey (see Appendix A) and during our

interviews, we learned that many Rotarians began their affiliation with Rotary as children or

young adults and later became Rotarians as retirees. This suggests that an effective way to

address the RCV's membership decline is to encourage the younger generation to join.

Also from our survey and interview responses, we identified trends concerning the goals

and values of Rotarians. For example, all 17 responses to our survey question, "Why did you join

Rotary?" included the word community, whether it be to help, serve, or give back. We received

similar responses to this question in our interviews. When we inquired about current and

prospective member engagement, many Rotarians stressed the value of building strong

relationships and social connections within the community. Others shared the importance of

public awareness of Rotary's impacts, maintaining a good public image, and spreading the word

about Rotary to friends and family to ensure Rotary events are exciting, inclusive, and well attended.

4.1 Services

While conducting our research into specific Rotary service projects, we also explored Rotary International's services projects that are supported by Rotary Clubs around the world. Subsequently, we collected data on club-wide services through our interviews and in-depth research into 74 Rotary Clubs. The research was primarily conducted on Rotary Club websites and social media platforms. Websites or Facebook pages that had not been updated in two years or more were not considered in our analysis.

Amongst the Rotary Clubs we researched using websites and social media was the RCV. Although the RCV shares few and infrequent details about its service projects online, we were able to learn about its larger and ongoing initiatives through interviews with members, including the current president Diego Vianello and past president Giovanni Alliata di Montereale, founder of AIL. While the RCV addresses all seven causes outlined by Rotary International, through our research we identified three that were most frequently addressed by the RCV's service projects: supporting education, preventing disease, and supporting the environment. The RCV fights disease by funding charities such as AIRC and AIL, and by providing medical equipment for local hospitals. It also supports accessibility with its visual tactile map project. It supports the educational needs of Venetians by supplying teachers and funds to UNITEVE and by working closely with Interact members. The RCV has even addressed the most recent cause established by Rotary International, the environment, with its sustainable lighting project.

Through our exploration of Rotary Club websites and social media accounts, we collected data on 191 different services. We organized the data into a spreadsheet called "Rotary

Event Tracker',' where we noted the Rotary Club responsible for each service and its country, we

wrote a brief description of the service, and categorized the service under one of the seven

causes. The spreadsheet allowed for the manipulation and conversion of the data into tables and

graphs. From our analysis, we determined that supporting education and fighting disease are the

most prominently addressed services, followed by promoting peace (see Figure 12).
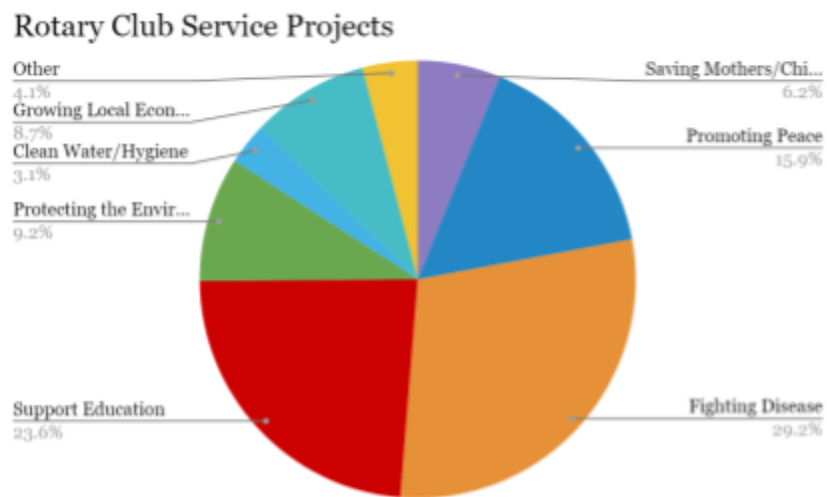
Figure 12. Graph displaying services researched.

In addition to our quantitative findings, we collected qualitative data on services

primarily through interviews and our survey to identify strategies and principles used by Rotary

Clubs to enhance the impact of their services. To obtain this data, rather than simply asking about

the services their clubs conduct, we asked about the services our interviewees were the proudest

of, their largest or most impactful service, and specific details on budget and funding. Through

this process, we noticed a few common themes in Rotary Clubs' approach to services and the

strategies they use to ensure success.

In general, Rotary Clubs divide their services into two types: (1) larger services that

require many resources and/or address global issues, and (2) smaller services that require few to

no resources and/or address local issues. Based on our survey responses, most local services

support youth groups, scholarships, veterans, hunger, and homelessness, while most large-scale services involve domestic abuse prevention, epidemics, building clean water wells in developing countries, and youth exchange programs. We also received general advice or recommendations from Rotarians on how to enhance a service's impact and ensure its longevity. These recommendations had to do with either the size of the service, who is involved, and how it is promoted.

Our research found that larger services tend to address the needs and concerns of many people and therefore can attract greater support from the community. This is especially true for long-term services with a lasting impact. Additionally, larger services are beneficial to the club's public image because they make the club stand out, especially if they are unique and promoted across several platforms. Utilizing a variety of promotional strategies for services is important for maximizing public awareness of the club and assisting its recruitment efforts. Finally, Rotarians stressed the importance of collaboration with other Rotary Clubs, businesses, and associations in the successful execution of large services. Collaboration increases the amount of funds possible and people available to support able to support a service.

Through our interviews, we discovered a service that perfectly models each of these recommendations: Casa Rotary, a service initiated and led by the Rotary Club of Treviso-Nord (RCT). Casa Rotary provides housing and refuge to mothers and children who are unsafe in their homes. The RCT reserves the majority of its budget and service hours for Casa Rotary and has even reduced or discontinued other services to maintain and expand its primary service. With a budget of 30,000 euros, Casa Rotary was made possible with the help of seven other Rotary and Rotaract Clubs and two other associations who provided the houses and contracts. To publicize the service and support fundraising, the RCT created an educational flier, which it distributed

through the mail and to community members at a city assembly. It was also featured in the local newspaper and a television news program, while RCT posted frequent updates about the service on its website and social media pages.

To assist the RCV in its implementation of our findings on services, we developed a visually appealing and approachable service booklet that discusses service size, collaboration, and promotion. Each section provides explanations of our recommendations, evidence from our research, and examples from other Rotary Clubs. This booklet may be printed and distributed to members and made available on the members-only section of the club's website. It can also be modified to incorporate changes in the years to come, as well as to accommodate Rotarians around the world (see Appendix G).

In addition, using a graphic design platform called Canva, we designed a sample brochure that showcases one of the RCV's most noteworthy services, UNITEVE (see Appendix D). The brochure includes a brief history of the initiative, explains what it does, how to enroll, and how a community member might support it. Additionally, we included the Rotary colors and emblem to help connect the service to the RCV in a subtle way. The purpose of creating the brochure was to demonstrate promotional strategies that we suggest the RCV adopt for its recurring services. Creating brochures and posters for service projects and events is a simple, effective strategy the RCV could use to improve the turnout, impact, and public awareness of its services, as well as its fundraisers.

4.2 Fundraising

The data collection and analysis process for fundraising was similar to that of services. We began by researching fundraising from a conceptual and strategic standpoint. We learned about successful types of fundraisers, what makes them successful, and how success is measured.

Then, we documented a total of 176 fundraiser activities and events from Rotary websites, social media accounts, interviews, and survey responses. We organized the data into a spreadsheet that recorded the name of the fundraiser, the Rotary Club responsible, a brief description of the event, and its purpose.

Based on our background research on fundraising and the data we collected, we devised six categories of fundraisers that encapsulate the most common and successful fundraisers employed by Rotary Clubs and other nonprofits. After we categorized the fundraisers, (see Figure 13), we concluded that the majority of fundraisers conducted by Rotary Clubs in America and Europe are classified as contest, performance, or food and beverage events. We believe these events are used most often because they are the most profitable.

Figure 13. Graph displaying fundraisers analysed.
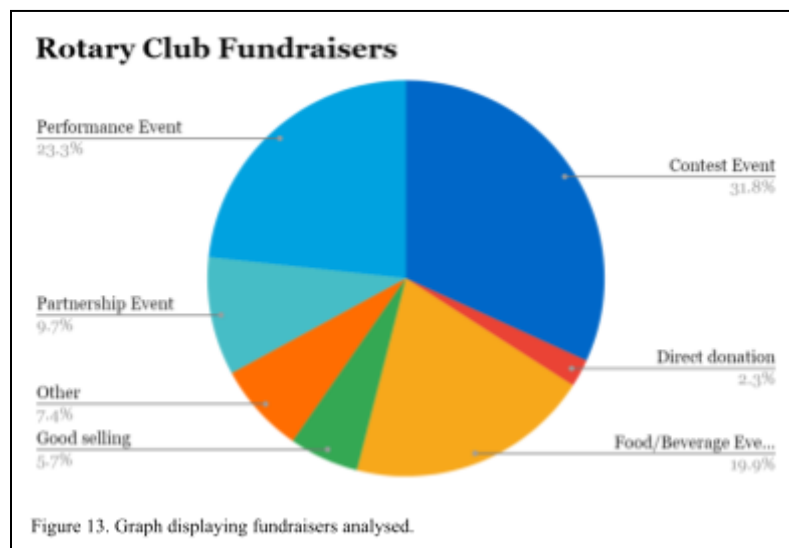
In our interviews with the RCV representatives, we learned that the RCV raises the majority of its funds through membership dues. Many members expressed skepticism or concern about external fundraisers due to challenges presented by the Italian fiscal system, which can heavily tax fundraising activities. Regardless of this issue, many Italian Rotary Clubs conduct fundraisers, including the RCV. The RCV's fundraisers primarily fall into the contest and

performance event categories. For example, it currently holds an annual auction where it sells donated goods to fund the purchase of medical devices for hospitals. It also organized a piano recital to fund visual tactile maps in churches. Apart from these, the fiscal system has deterred the club from expanding its fundraisers or implementing new ones.

Using a qualitative approach to analyze our interviews and survey responses, we were able to obtain more specific details on fundraisers–such as the cost of events, revenue targets, and profits–in order to make recommendations. Interviewees also shared general suggestions and methods they use in their fundraisers. While the logistics of fundraising may vary between the US and Italy, we identified conceptual and methodological trends in Rotary Clubs' approaches to fundraising that were consistent across both countries. For example, on our survey question, "What characteristics make a fundraiser successful?" every response either mentioned member participation, community involvement, or uniqueness. To support these responses, interviewees stressed the importance of implementing new and innovative methods to raise funds.

While interviewing Rotary Clubs, we encountered two approaches to fundraising. We found that many Rotarians changed their fundraising approach following the Covid pandemic, now focusing on smaller, lower effort events as opposed to a few large fundraisers. Smaller events require less time, fewer resources, and are less risky should there be low turnout. Nonetheless, many clubs strive to implement a balance of both approaches. For example, the Rotary Club of Rome (RCR) held a fundraiser in the Colosseum, where it showed the movie Gladiator and charged 1,000 euros per ticket. Still, the RCR conducts fundraisers that attract numerous small donors. Using both approaches allows the RCR to fund its recurring services and frequently introduce new, opportunistic ones.

A common theme in our interview responses in relation to fundraising was the service-first approach. That is, nearly all of our interviewees expressed the necessity of establishing strong services–or service intentions–before organizing fundraisers. Therefore, the promotion of fundraiser events should be closely associated with a specific service. Rotarians explained that people typically will not donate to a fundraiser if its cause is unknown or untrustworthy.

This idea is demonstrated again by the model service, Casa Rotary. In our interview with the financial director of this service, we learned that while many funds were collected in the form of direct donations or grants, fundraising was of critical importance. Casa Rotary conducted many small fundraisers, such as selling baked goods at local storefronts, as well as larger fundraisers like a golf tournament and concert. However, our interviewee insisted that the success of each of these was based on underlying awareness and support for Casa Rotary, which was highly promoted.

Lastly, we spoke with a fundraising expert on a relatively new method of direct donation called crowdfunding. Flavio Baretta is the founder of the Rotary Academy, which provides courses to local charities on fundraising strategies. In our discussion with Baretta, we learned about the great benefit Rotary Clubs and charity organizations can derive from conducting fundraisers online. Crowdfunding platforms, such as IdeaGinger in Europe and GoFundMe in the US, make fundraisers available to donors all around the world. These platforms set up and host the fundraiser for free. Fundraiser pages include a description and/or promotional video, display the goal and progress of the fundraiser, and award prizes to donors based on their generosity. Crowdfunding can be successful because it incentivizes sizable donations and, at least for

IdeaGinger, helps bypass fiscal issues. This is a critical point for the RCV, as the fiscal system has deterred it from relying on fundraising to support its services.

To relay our research and recommendations on fundraising to the RCV, we developed a digital 'fundraising booklet' (see Appendix H) that is comprehensive and approachable to Rotarians and will offer them lasting support. Utilizing Rotary colors, pictures, and graphics, the booklet describes our general findings on fundraising and how to approach them strategically. It reviews the six categories of fundraisers and highlights examples of successful fundraisers from other Rotary Clubs, providing the RCV with a review of best practices. The purpose of this deliverable is not to instruct Rotarians on how to fundraise, but to support and encourage them as they evaluate their current activities and adopt new frameworks and strategies to fund their services.

4.3 Public Relations

Our research on public relations (PR) began with familiarizing ourselves with the concept of PR its uses in the context of non-profit organizations, such as Rotary Clubs. These organizations rely heavily on low-cost forms of PR, including local media sources, websites, social media, and newsletters. These findings influenced our research, which focused on identifying common strategies and best practices in these four areas. As such, we analyzed the PR materials of 74 Rotary Clubs, taking note of stylistic choices–inlcuding color, graphics, and wording–as well as their content, including both textual and visual descriptions.

Through our review of the Rotary Clubs' PR, we identified PR materials and strategies that were effective in grasping our attention and maintaining our interest. In our interviews, we learned about strategies Rotarians use or concerns they have with adopting and maintaining new approaches to PR. Additionally, we assessed the RCV's current PR materials including its

website, Facebook, newspaper publications, and annual newsletter to identify areas of strength and those that require greater support.

Local News

The RCV is often depicted in the local news and media. For example, an article was published about the 2023 presidential induction ceremony, welcoming Diego Vianello and his new Rotary motto: "Venice is beautiful and I live here." By publishing the RCV's achievements in the local news, it allows the Venetian community to see the club's service contributions. Through our online research, we found that the RCV does a good job of requesting frequent publications and that no further research in this area was necessary to support the club.

Rotary Club Website

The RCV's website utilizes the standard template provided by Rotary International. Apart from having its club name and an image of Venice on the homepage, the website is not personalized or representative of the RCV. While its website does include a past presidents section, where previous services and events are also listed, this information is buried by an excess of broad information about Rotary International and external links, some of which lead to dead websites. The homepage is the user's first impression of the website and where they decide whether to stay or move to another site. Thus, it is crucial for the homepage to be engaging, unique, and user-friendly.

Through our research, we found that personalized homepages were more eye-catching than those that used the standard template. Personalization may involve greatly modifying the standard template or abandoning it altogether. One method that the Rotary Club of Atlanta used to make its website unique and eye-catching was to outsource its design to a third-party, web development firm. While this is very effective, it is likely expensive and unattainable by smaller

Rotary Clubs. Thus, making small changes to the homepage, such as adding the club's history, services, and activities to the navigation bar, is an easy and effective way to make the website more navigable and user-friendly.

To show the RCV possible website alternatives, we created a mock website. We redesigned the homepage by copying the RCV's current website into an HTML file and editing the navigation bar to highlight the RCV and its activities. We also adjusted the drop-down menus to include the RCV's history, upcoming events, newsletter, notable services and fundraisers, a calendar, a members area, and an 'About Rotary' section. In particular, our new website focused on the 'past years' section to organize and highlight the RCV's annual recap videos and photos of past services and events.

Social Media

By investigating the presence of Rotary Clubs on five social media platforms, we determined that Facebook and Instagram are used most frequently (see Figure 14), likely because they can be connected through the Accounts Center feature on Facebook, which allows content to be shared simultaneously on both platforms. Some Rotarians noted in interviews that these platforms are the most accessible and user-friendly for club members.

Figure 14. Graph depicting social media platforms used by contacted Rotary Clubs.
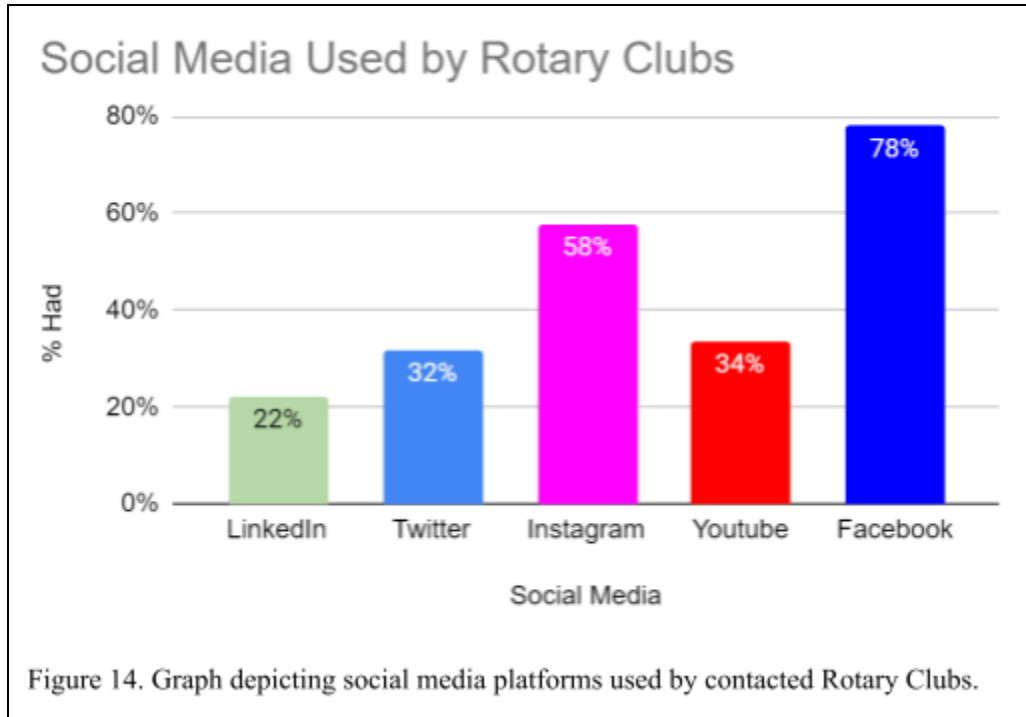
The RCV is very active on social media. On Facebook, it posts frequently about past events, especially meetings and ceremonies that are internal to the club. It posts less about service projects and rarely about upcoming events; however, it often depicts Rotarians interacting with locals to portray a strong sense of community. Thus, while the RCV is present and active in the media, its approach and materials could be updated with modern PR techniques.

In our analysis of social media pages, we found that active accounts have more followers and greater engagement. Posts that included both texts and pictures received a high level of engagement, especially those depicting Rotarians interacting with community members. We also found that average viewers prefer shorter, more visual posts, because it allow for faster content consumption.

Quarterly Newsletter

While PR materials are generally geared toward the community, they can also be beneficial for increasing club-wide engagement. We learned from our interviews that many clubs

have stuggled with member participation, especially post-Covid. To address this problem, some Rotary Clubs have implemented a monthly or quarterly newsletter, including sections for past and upcoming events, club and member achievements, birthdays, and memoriam. While newsletters are effective in increasing awareness of events, they are also likely to enhance morale and participation with their frequent recognition of members' hard work and contributions.

An Example of Public Relations

PR material can also improve the public's perception of the organization. While Rotary is sometimes perceived as a group of wealthy community members who merely enjoy an expensive meal together once a week, every Rotarian we interviewed was largely devoted to serving their community. One way to guarantee Rotary Clubs are perceived accurately by the community is to ensure their name is known and associated with grand accomplishments. Additionally, it is necessary to use a variety of PR materials to promote and paint an accurate picture of new services. Both of these combined ensure as many people as possible know about the Rotary Club and associate it with large works that greatly benefit the community.

RCT is an example of a club that greatly benefitted from using a variety of PR techniques to promote a new service. According to our interviewee, Alessandro Perolo, before Casa Rotary, the Rotary Club was not well known in Treviso. To raise awareness of Casa Rotary in its early stages, the RCT posted about it on Facebook, featured it on the homepage of its website, and created posters and fliers, which they distributed through the mail and at a city assembly. The city assembly was also broadcasted by the local news and published in the local newspaper afterward. Not only did this approach attract vast amounts of support for the service, but allowed the RCT to gain enormous support from the community. Community members were inspired to contribute large donations, spread the word about the service, and in some cases join the club.

Development of Deliverables

From our research and interviews, we reached a set of recommendations that we believe will help the RCV improve the quality of and response to its PR materials, and ultimately support its public image, services, and fundraising (see Figure 5). We compiled our findings and suggestions on PR into a digital booklet, which informs the RCV of PR best practices and encourages the adoption of improved strategies (see Appendix I). The booklet includes a chapter for each of the four areas we studied–local media, social media, website, and newsletter–as well as a section for more general recommendations regarding audience, content, and accessibility. We justified these recommendations using examples from other Rotary Clubs and sample materials, including an the RCV brochure, an updated website homepage, and a quarterly newsletter.

We designed the newsletter and brochure on Canva. To create the brochure, we started with a pre-made brochure template, which we customized to include Rotary colors, fonts, graphics, and images of Rotarians and their engagement. Similarly, the newsletter was created from a newsletter template and customized thereafter. The exact Rotary colors were found using Hex color codes; the fonts and graphics were located in a Rotary branding PDF; and pictures of the RCV Rotarians were found on its Facebook page and website. On the brochure, we highlighted the Rotary mission and values, described the RCV, and showcased its ongoing or noteworthy services. We also included upcoming events, dates, news, and a note from the president in our newsletter. 'Action shots' were again used to depict Rotarians interacting with their community and to highlight their devotion to service.

5.0 Conclusions and Recommendations

The goal of this project was to support the Rotary Club of Venice through the development of informational material. During our initial research and interviews, we determined that the RCV requires support in the areas of service, fundraising, and public relations. We focused on collecting data in these areas, specifically concerning Rotary Clubs, as this would give us results that are more applicable to the RCV and our project goals.

Based on our research, we reached a set of conclusions and recommendations, the adoption of which will allow the RCV to engage current and future members, establish a loyal donor base, and shed a positive light on Rotary. Ultimately, implementing these strategies will enable the RCV to take on larger, more unique services and address its current membership crisis.

In the following sections, we outline our conclusions and recommendations, using specific examples to support and demonstrate how such recommendations could be adopted by the RCV.

5.1 Services

Many of our service-related conclusions reflect qualitative data collected from our interviews. We found that Rotary Clubs who focus on developing and expanding one, large service through collaboration and extensive promotion experienced greater community support and club awareness.

Promote Services with Brochures

Similar to the approach the Rotary Club of Treviso-Nord used to promote Casa Rotary, we suggest the RCV creates brochures and posters to promote UNITEVE. Brochures are

generally concise and visually appealing, which keeps viewers engaged and left wanting to learn more. Bringing awareness to UNITEVE through a brochure, similar to that in Appendix D, will increase community members' desire to participate and/or support the service, ultimately leading to its expansion.

Collaborate to Enhance Capabilities

We also suggest the RCV collaborate with other Rotary Clubs or nonprofits to expand the offerings of UNITEVE. Having multiple parties assist in supporting a large service decreases the strain for every party involved. In addition, this method allows for the service to reach many different communities, equating to more potential supporters or participants. Collaboration could allow UNITEVE to expand its course offerings; the number of volunteers available to teach courses or handle administrative work; and ultimately the number of people who can take advantage of the service.

Use a Variety of Promotional Strategies

Finally, we recommend the RCV highlight UNITEVE using a variety of promotional methods. In addition to distributing brochures or posters to the public, posting these materials on its social media and website would be an effective way to reach a larger crowd. Publishing articles in the local news, or frequent updates on social media, would make UNITEVE appear more credible and worthwhile to support. Media topics may include new and upcoming course offerings, highlight a specific course or volunteer, or recognize a student's accomplishments. Applying these methods to UNITEVE will help it reach more people outside of the Rotary organization and hopefully encourage their support or participation.

5.2 Fundraising

We reached conclusions and recommendations concerning fundraisers by analyzing data we collected from peer-reviewed sources, social media, and interviews. Our research suggests that implementing new fundraising strategies, such as food and beverage events and crowdfunding, and expanding upon current strategies by adding supplementary auctions or raffles would greatly increase the funds the RCV raises to support its services.

Consider Food & Beverage Events

In addition to their current fundraising methods, we recommend that the RCV implements food and beverage events to expedite their accomplishment of service goals. Food and beverage events are amongst the most common and profitable fundraising events used by Rotary Clubs to raise funds. This is because food and beverages evoke emotions and generosity, amounting to a large turnout in funds. An example that would appeal to the RCV's local community is wine tastings. This would involve partnering with a local winery to acquire wine at a discounted rate, and raising funds by charging admission to the event.

Supplementary Fundraisers

In addition to hosting fundraising events, other successful Rotary Clubs often feature supplementary fundraisers, such as raffles or bin auctions, to accompany a larger fundraising event. While they may not bring in significant funds, supplementary fundraisers are beneficial for increasing engagement and attendance to the main fundraiser. An example of an easy-to-implement supplementary fundraiser is a raffle. Raffles are effective because donations are incentivized with the potential to win a prize. They are also simple and inexpensive to run, making them an excellent supporting source of income to include at one of the RCV's potential wine tastings or concerts.

Crowdfunding

Our final recommendation concerning fundraising is for the RCV to pursue crowdfunding through IdeaGinger. Due to the digital, self-sufficient nature of crowdfunding, it is an incredibly easy way to collect donations simultaneously to other events. Using crowdfunding alongside a fundraising event would allow the RCV to reach its fundraising goals using fewer resources and in less time.

5.3 Public Relations

Our research for public relations was divided into four areas of focus: local media, website, social media, and newsletters. By analyzing PR materials produced by other successful Rotary Clubs, we reached a set of recommendations based on strategies we found to be effective at gaining and keeping our interest. Specifically, our recommendations relate to the frequency, organization, and creativity of PR materials such as local media publications, social media posts, website homepages, and newsletters.

Remain Present in Local Media

The RCV's past events or achievements are often featured in local newspaper articles, which are then posted to its Facebook page. We recommend that the RCV continues to request publications in local news sources, including local blogs and journals in addition to the newspaper. This combined method of promotion will help the RCV reach a larger audience of potential supporters and/or members and establishes trust from locals by verifying its contributions to the community.

Redesign Website Homepage

Through our analysis of Rotary Club websites, we became familiar with the use of a standard website template. While the templates give less freedom of design than a custom

website would, they allow Rotary Clubs with less technical skills to easily maintain and update their websites. To help the RCV streamline the website, we redesigned its navigation bar to feature the RCV more prominently. The new design shifts the "our club" sections to the left of the menu, as it is the most important feature, including the club's history, past years' activities, and newsletter. We also created a dropdown menu for services, which showcases the RCV's most noteworthy services and accomplishments. We recommend the RCV model these changes on their own website to make it easier for viewers to navigate and learn about the RCV.

Remain Active on Social Media

Most Rotary Clubs post the majority of their service and fundraiser-related information on their social media as opposed to their website. Thus, it is crucial for Rotary Clubs to maintain and frequently update their social media pages. We recommend that the RCV post more about upcoming events on their Facebook page, in addition to past events. This will allow viewers to get a grasp of the club's culture, initiatives, and achievements as they scroll through their feeds. We also suggest they post updates on ongoing events. This will urge viewers to follow along as the club progresses towards their goals, bringing merit to their accomplishments. Finally, we recommend that the RCV post pictures of Rotarians performing hands-on activities, such as building visual tactile maps, as this shows true devotion to service and is likely to attract greater support from the community.

Adopt a Quarterly Newsletter

The RCV previously had an annual report that highlighted the club's accomplishments throughout the Rotary year, as well as a monthly email to update members on important dates and club news. However, due to the infrequency of the report and the lack of engagement with the monthly email, it is recommended that the RCV adopt a quarterly newsletter. Including

sections such as club news, updates on ongoing initiatives, and a calendar will ensure members are kept up-to-date on upcoming events. Additionally, sections for club accomplishments and member spotlights improve club culture, and make members feel recognized for their contributions. Ultimately, a quarterly newsletter with a simple format is easy to update and maintain, and can help foster greater engagement and connection amongst members.

5.4 Final Conclusion

Through our research, we discovered that Rotary services, fundraisers, and public relations are not mutually exclusive. If the RCV implements our recommendations regarding these three areas of study, the club can adopt more effective fundraising strategies, expand club membership, and increase recognition from its local community.

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Appendices

Appendix A: Interview Questions

Intro

1. When did you join the Rotary Club?

2. What attracted you to the Rotary Club?

3. Do you know how many members your Rotary Club has?

Services

4. What is the biggest service of your rotary club?

    a. Do you know the budget

    b. Do you know how funds are raised?

5. What other specific services does your club support?

    a. Do you know the budget

    b. Do you know how funds are raised?

Fundraisers

6. We saw that you have done fundraiser ___, can you tell us more about that?

7. What are the biggest fundraising events your Rotary Club has run?

    a. Budget, $ brought in,...

8. What other types of events/fundraisers does your Rotary Club organize?

    a. Which of those raises the most funds?

Accounting (Only Italy)

9. We are aware of the bureaucratic issues associated with fundraising in Italy, how have you overcome these?

10. Is there anyone else you think would be helpful and willing to talk to us?

Appendix B: Survey

V23-RCV Rotary Club Survey

We are students from Worcester Polytechnic Institute (WPI, Massachusetts) who are assisting the Rotary Club of Venice in implementing effective and applicable fundraising activities. The following survey will be used to conduct statistical analysis of rotary club demographics and to identify best practices among Rotary Clubs in the raising and management of their funds. We appreciate your participation, time, and service as a Rotarian.

Informed consent: By checking yes here, I confirmed that I have read through this information *
sheet and accept this consent form

Consenso informato: spuntando sì qui, confermo di aver letto questa informativa, di accettare questo modulo di consenso e questo modulo di consenso GDPR

○ Yes (Si)

○ No (No)

What Rotary Club are you a part of? *
Di quale Rotary Club fai parte?

Short answer text

Approximately, how many members does your Rotary Club have?
Approssimativamente, quanti soci ha il tuo Rotary Club?

Short answer text

Why did you join Rotary Club?

Perché sei entrato a far parte del Rotary Club?

Long answer text

How do you contribute to your Rotary Club?

Come contribuisci al tuo Rotary Club?

Short answer text

Have you held a leadership position in your Rotary Club chapter?

Hai ricoperto una posizione di leadership nel tuo capitolo del Rotary Club?

○ Yes (Si)

○ No (No)

If so, what position did you hold?

Se sì, che posizione hai ricoperto?

- ☐ President (Presidente)

- ☐ Secretary (Segretario)

- ☐ Treasurer (Tesoriere)

- ☐ Sergeant at Arms (Sergente alle armi)

- ☐ President of Commission (presidente di commissione)

- ☐ Member of Commission (membro di commissione

- ☐ Member of the Board (membro del consiglio)

- ☐ Fundraising Chair (?)

- ☐ Other...

What are your club's most significant services?

Quali sono i servizi più significativi del tuo club

Short answer text

What other services does your club provide?

Quali altri servizi fornisce il tuo club

Short answer text

Are there specific fundraisers dedicated to those services?

Ci sono raccolte fondi specifiche dedicate a tali servizi?

Short answer text

Please rank the following sources in the order of which your Rotary Club generates the most *
(5) to least (1) amount of funds.

Classifica le seguenti fonti nell'ordine in cui il tuo Rotary Club genera la quantità di fondi maggiore (5) o minore
(1).

	1	2	3	4	5
Donations (Do...	○	○	○	○	○
Fundraisers (R...	○	○	○	○	○
Membership D...	○	○	○	○	○
Grants (sovven...	○	○	○	○	○
Other	○	○	○	○	○

Please rank the following in the order of which you allocate the most (5) to least (1) amount of funds.

Si prega di classificare quanto segue nell'ordine in cui si allocano dalla maggior (5) alla minima (1) quantità di fondi.

	1	2	3	4	5	6
Community ...	○	○	○	○	○	○
Environment...	○	○	○	○	○	○
Organization...	○	○	○	○	○	○
Scholarship...	○	○	○	○	○	○
Public Healt...	○	○	○	○	○	○
Other	○	○	○	○	○	○

What types of events/fundraisers does your Rotary Club organize?

Che tipo di eventi/raccolte fondi organizza il tuo Rotary Club?

Short answer text

Which of your fundraisers/events raise the most money?

Quali delle tue raccolte fondi/eventi raccolgono più soldi?

Short answer text

Which of your fundraisers/events raise the most money?

Quali delle tue raccolte fondi/eventi raccolgono più soldi?

Short answer text

How does your Rotary Club decide where to allocate funds?

In che modo il tuo Rotary Club decide dove allocare i fondi?

Short answer text

In your opinion, what characteristics make a fundraiser successful?

Secondo te, quali caratteristiche rendono una raccolta fondi di successo?

Short answer text

Is there anything else we should know? (about services, fundraising, rotary clubs, etc.)

C'è qualcos'altro che dovremmo sapere? (su servizi, raccolta fondi, Rotary club, ecc.)

Long answer text

Appendix C: RCV Brochure

One Profits Most
Who Serves Best

Contact Us

Hotel Monaco - Rotary Office
San Marco 4571/c - 30124 Venice

+63 041 522-9112

venezia@rotary2060.org

https://venezia.rotary2060.org/

Rotary Club di Venezia
Service Above Self

About Us

The Rotary Club of Venice was established on December 16, 1924.

It was one of the very first in Italy, almost acting as a sign of friendship and cooperation between Italy and the United States

Our Services

The University of the Third Age

The University of the Third Age strives to bring together those who no longer work to expand their knowledge and learn for fun.

Course offerings include Archaeology, Philosophy, Medicine, Art, Astronomy, Music, Design, Computer Science, Theatre, Food and much more. These classes take place twice yearly between November-January, February -April and are completely free!

Italian Association for Leukemia, Lymphoma, and Myeloma

The Rotary Club of Venezia often partners with AIL Venezia to help support scientific research for Leukemia, Lymphoma, and Myeloma and to make treatment more feasible for those in need.

End Polio Now

End Polio Now is a Rotary initiative that seeks to educate people about polio and also completely eradicate polio across the globe.

Italian Foundation for Cancer Research

The AIRC works to support cancer research and spread proper awareness in an effort to better understand and better treat cancer.

Appendix D: UNITEVE Brochure

OUR HISTORY

The University of the Third Age (U3A) is an international movement established in 1973 in Toulouse, France. When U3A reached the United Kingdom, it became the self-help organization it is today

Università delle Tre Età (UNITEVE) was established in the historic center of Venice by Dr. Angelo Sandi on June 30, 1986, on the initiative of the Rotary Club of Venice (RCV) and Inner Wheel.

WHAT WE DO

UNITEVE aims to provide retired community members education and enrichment through in-person and online courses and intramural activities.

WHAT WE OFFER

Members can select from a wide variety of course topics, including Archaeology, Philosophy, Medicine, Art, Astronomy, Music, Design, Computer Science, Theatre, and Food. There are also many less educationally-focused offerings, such as games, fitness, and leisure.

WHAT TO EXPECT

Courses and activities are offered free of charge by one of the 30+ professors that volunteer at the institution. Classes are typically held for one hour per week, following a formal syllabus or drawing on current affairs and student interests.

WHO WE ARE

We are a non-profit, non-political, union, and non-denominational association. We organize our activities according to the principles of democracy and equality of members' rights.

Photographs of the closing meeting 2017-2018

ROTARY VENICE

UNIVERSITY OF THE THIRD AGE

HOW TO JOIN

Courses are held in person at the Cavanis Institute November-January and February-April in the afternoon for approximately an hour. Course listings become available in September and Registration is open throughout the month of October and onward.

OUR MISSION

The Association, inspired by the humanitarian values promoted by Rotary, carries out activities of social utility, aimed at the cultural enrichment of adults in the historic center of Venice and the islands of the lagoon.

The Association organizes conferences, debates, theoretical and practical courses in various disciplines, and other activities in order to respond to the cultural and socialization needs of adults.

CONTACT US

(041) 522 5336
S. Marco, 4571/C, 30124 Venezia VE
segreteria@uniteve.com
uniteve.com/index.php

CORE VALUES

- Socialization
- Rotary Values
- Cultural enrichment
- Equality

SUPPORT US

Support the Third Age University by donating 5 per thousand to it in your next tax return.

It costs you nothing: just affix your signature and enter the tax code

94009760276

in the first of the boxes reserved for choosing the 5 per thousand.

Appendix E: Mock RCV Website
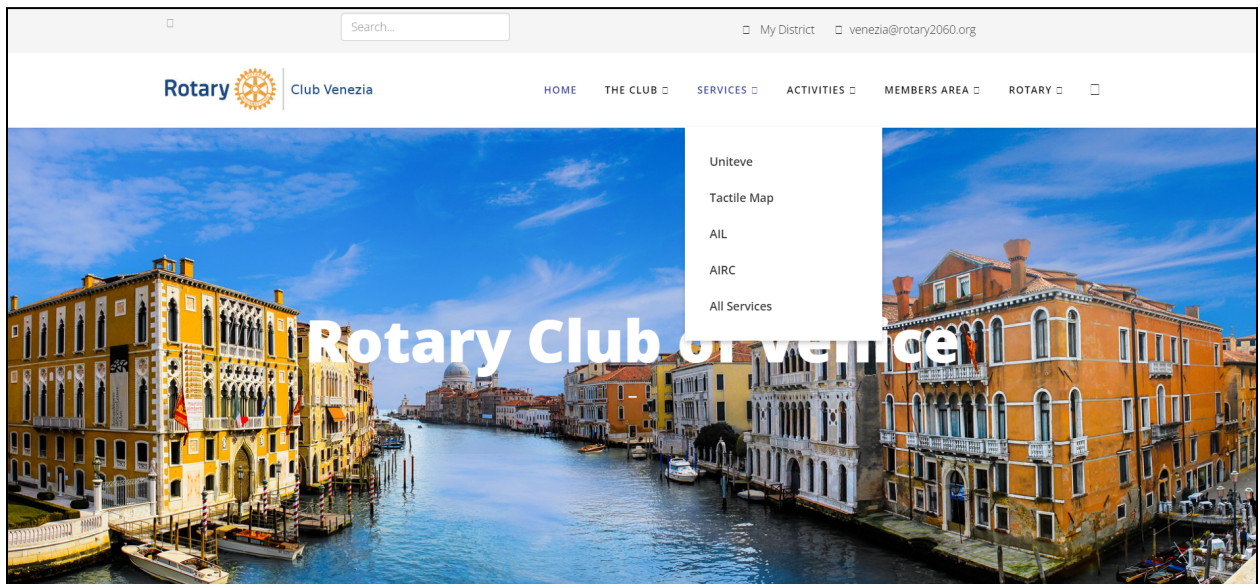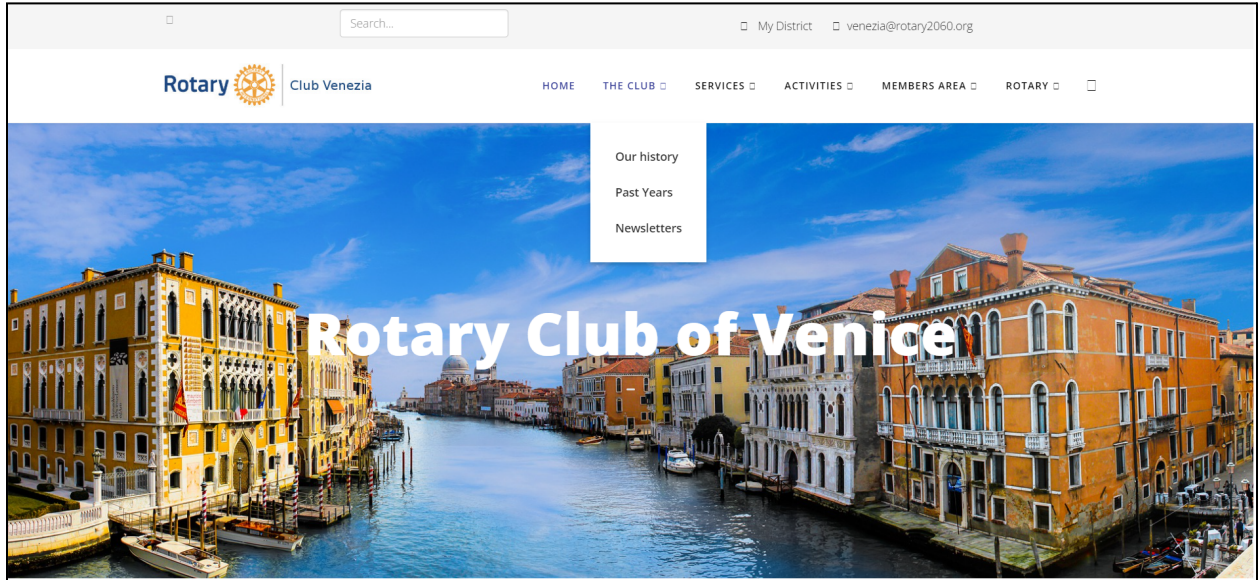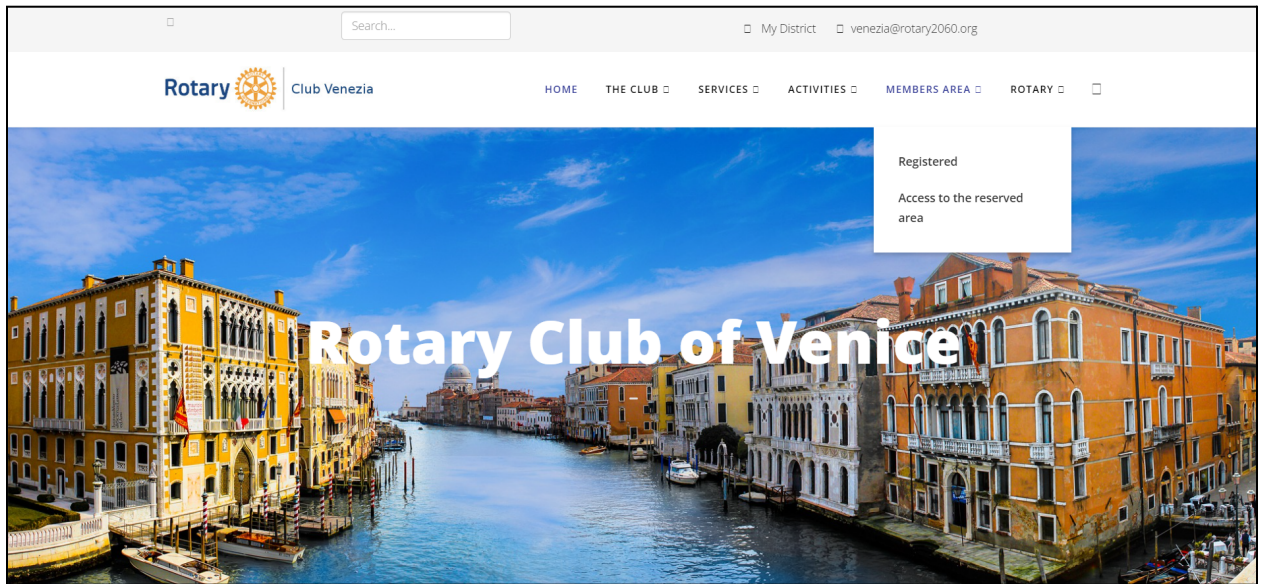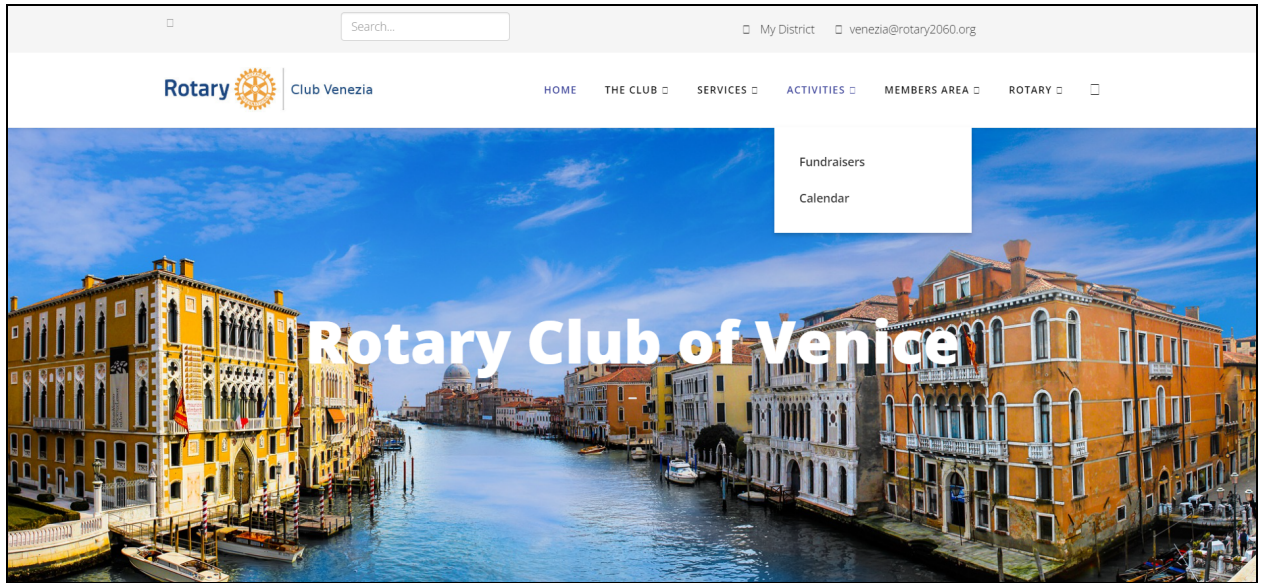
Appendix F: Sample Quarterly Newsletter

1st Quarter Newsletter
Rotary Club Venezia

A Word From our President

To the members of the Rotary Club of Venezia,

small presidential letter welcoming guest to the new quarter and redefining the clubs goals for the next quarter. Purpose of this letter is to make members feel more connected.

Sincerely,
Diego Vianello

CLUB NEWS

TITLE
Description of event that happened in the last quarter

TITLE
Description

TITLE
Description

P**TITLE**
Description

CLUB NEWS

ROTARY PROFESSION AWARD
This year the recipients of the Rotary Profession Award went to Silvia Scaramuzza and Francesco Stenghel.

TACTILE MAPS
The Rotary Club Venezia just opened its newest tactile map at Chiesa di San Zaccaria. These multi sensory maps aim to deliver historical information to the blind and deaf. Thank you to all that joined at the opening event on May 31.

LAW ENFORCEMENT AWARD
This year the recipients of the Law Enforcemnt Award was Assistant Chief Coordinator Francesco Lipari, Frigate Captain Raffaele Giardina, Lieutenant Colonel Emanuele Spiller, and Brigadier Capo Giuseppe Albanese.

PRESIDENTIAL HANDOFF
The presidential Hand off between outgoing president Pietro Mariutti and again president and district governor Diego Vianello. Everyone is ready to continue the work done by Pietro Mariutti and to start another one.

UPCOMING DATES

04 Lug	Caminetto	SerenDPT
11 Lug	Caminetto	Hotel Monaco & Grand Canal
18 Lug	Caminetto	Hotel Monaco & Grand Canal
25 Lug	Caminetto	Hotel Monaco & Grand Canal
01 Ag	Caminetto	Hotel Monaco & Grand Canal
08 AG	Caminetto	Hotel Monaco & Grand Canal
15 Ag	Caminetto	Hotel Monaco & Grand Canal
22 Ag	Caminetto	Hotel Monaco & Grand Canal
29 Ag	Caminetto	Hotel Monaco & Grand Canal
05 Set	Caminetto	Hotel Monaco & Grand Canal
12 Set	Caminetto	Hotel Monaco & Grand Canal
19 Set	Caminetto	Hotel Monaco & Grand Canal
26 Set	Caminetto	Hotel Monaco & Grand Canal

UPCOMING BIRTHDAYS

| John Doe | 01 Lug | Jane Doe | 01 Ag |

UPCOMING EVENTS

TITLE
Description

TITLE
Description

TITLE
Description

Rotary
Zones 13, 14, 15, 16, 20B-C
ROTARY INSTITUTE
ROME 2023
15-17 SEPTEMBER

ROTARY INSTITUTE ROME 2023
From the 15th to the 17th of September Rome will host the Rotary Institute 2023. The Rotary Institute 2023 in Rome will be a moment of information and training of Rotarian leaders.

Appendix G: Service Booklet

Page 1

Rotary Services

An Informational Document About Services that Rotary Clubs Provide to their Communities

Created by Antonio Varela, Alexis Wood, Allison Califano, and Daniel Sardak

Page 2

Overview

This booklet will describe our general findings about how Rotary Clubs perform services for their community and what are good practices when performing those services. Every club creates services that are tailored around the needs of the community. So this document will give some general findings that clubs should consider.

This document is based off of research on scholarly sources about services, interviews with Rotary clubs, as well as looking through the websites and social media of 74 different Rotary and Rotaract clubs. The clubs that we focused on are mainly in the United States and Italy.

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Page 3

Rotary International Causes

Rotary International has defined what the main ways they assist communities which this project uses to categorize different services.

Promoting Peace — Helping communities dealing with war

Saving Mothers & Children — Helping women and children out of dangerous situations

Fighting Disease — Supporting research and treatment of diseases

Supporting Education — Granting students the opportunity of high forms of education

Providing Clean Water and Hygiene — Granting access to clean water in impoverished areas

Supporting the Environment — Maintaining and improving the natural enviorment

Growing Local Economies — Creating job opportunities to those who need it

Page 4

General Findings

The services provided by the clubs both fulfill the needs of their community and are initiatives that the members of the club like to support. That balance between the needs and interest is done well by most clubs.

Funding services can be difficult, especially if the service demands a lot. Some clubs only use the membership dues and direct donations in order to fund their services, but there are other methods as well. Clubs can have their own fundraising activities, partner with external organizations, or ask Rotary International for funding.

Promoting the club's services should be done consistently so that people are aware of what the club is up to. Suggesting ways that people can support the project is also a great method to streamline public engament.

Page 5

Large Services

Many Rotary Clubs provide help in multiple different ways. But there are some clubs that reduce the amount of services they perform in order to focus on one specific service that they offer.

One example of this method is the Casa Rotary project in Treviso Nord. Their goal was to establish a safe house that offers shelter to women and children who are faced with domestic violence.

In order to do this service they paused their other services in an effort to quickly fund Casa Rotary. Furthermore, they partnered with many other Rotary clubs and organization to make Casa Rotary possible.

Page 6

Large Collaborative Services

There are many benefits to having a service like Casa Rotary. Casa Rotary has a clear future and will support the community for a long time. This is the main reason that the Treviso Nord Rotary Club decided to focus their efforts on this service. Alessandro Perolo, the president of the club when Casa Rotary was established, stated "**We have to make a choice, either a big service with a future, or small services with no future.**" He wanted his club to make a service that will make an impact with their community for years to come.

The club collaborated with 9 different organizations to make it possible. Working with other organizations allows for funding to become easier because it lets many people with different skill sets to help with the project and contribute to the service.

Focusing on one large service helps creates a brand for the Rotary Club. It allows for something that the club is really know for, and something that will inspire people and other clubs to make a service that will make just as big of an impact for their own community.

Ongoing Services

Many services can turn into services where a club continues do things for the service through out the year, Supporting things consistently can define what a club supports,

UNITEVE mission

The Rotary Club of Venice has a great ongoing service in UNITEVE, It's a school for retired adults to learn skills for different disciplines,

Most Rotary clubs also work with local Interact and Rotaract Clubs, It's a great way to help a new generation of Rotarians to get familiar with how Rotary works and work with them until they can join the Rotary Club,

An common practice this project has seen amongst Rotary Clubs handling ongoing services is not taking credit for their work, The promotion of these service in relation to Rotary is important,

Appendix H: Fundraising Booklet

Rotary Fundraising

An Informational Document About Fundraisers and Their Execution

Created by Antonio Varela, Alexis Wood,
Allison Califano, and Daniel Sardak

Overview

This booklet will be discussing different ways a Rotary Club can approach fundraising events. This document will begin with general recommendations that can assist with any fundraising event. After that, this document has defined 6 different categories of fundraising activities.

This document is based off of research done using scholarly sources, interviews with Rotary clubs as well as looking through the websites and social media platforms of 74 different Rotary and Rotaract clubs. The clubs that we focused on are mainly in the United States of America and Italy.

Table of Contents

General Findings

In our research, we found the best general practice is to connect fundraisers with specific services that the event is supporting. People will be more inclined to donate money when they have a good understanding of how their money will be used. The more impactful the service, the better the fundraiser will perform.

Two different general approaches to fundraising consists of having a large amount of people donate little money, and having a little about of people donate a lot of money

Another tenet of an effective fundraiser is how the event is promoted. There should be several ways that people can find out about the event. Promotion though social media and online presence is a great method that most organizations use, but flyers and local media sources are also beneficial .

Contest Events

An event where participants pay an entry fee to partake in a competition for a prize, with the profits helping fund a service. They're a great way for people get involved with the event and create a friendly competitive atmosphere.

One key example of a contest events in Italy are auctions, where items are sold to the highest bidder. It is an effective type of event, especially when the items offered coincide with the interest of participants. Due to the fact that the auction is charitable, people are motivated to bid in an effort to donate to the cause.

The most common type of contest events in America are raffles, where participants purchase tickets and have a chance to win a prize. This event can supplement other types of fundraisers without needing a lot of effort. A suggestion to further improve this method is by discounting ticket prices as people purchase in bulk.

An additional type of contest event is sports tournament, which is commonly done in both America and Italy. The most typical activities are sports focused on individuals or very small groups such as golf or tennis tournaments. By centering the fundraiser around an active hobby, doners become more engaged with the fundraiser.

Examples From Clubs Contests

The Rotary Club of Venezia holds a yearly auction supporting different organizations, such as art3 or AIL.

The Rotaract Club of Batavia Illinois holds an annual raffle that raises around $25,000 each year.

The Rotaract Club of Mestre Insieme held a tennis tournament.

Food/Beverage Events

An event where the food and drinks are the central aspects of the event.

The main way that food and beverage events are done through Rotary is by expanding on the weekly meetings held by the club.
A simple way for smaller clubs to use this fundraising method can include having a member cook for the meeting or working closely with a local restaurant.
Other clubs open dinners to the public by having them pay an admission fee. This usually comes with a promotion alongside the dinner, an example being a guest speaker participates at the dinner.

With external events, organizations work with restaurants or other businesses. A club will typically do a lot of promotion for the business and a portion of the profit will go to the Rotary Club for their promotional efforts.

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Examples From Clubs: Food/Beverage

In America, a common event is having periodic lunches or dinners with guest speakers.

Both the Rotaract Clubs of Roma and Vicenza have done food and wine tasting fundraisers.

In Boston the Pint for Polio campaign donated a dollar to End Polio Now for each pint of beer that was bought.

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Rotary Fundraising

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Performance Events

An event where there is a spectacle or show that is displayed for people who pay an entry fee to go see .

There are two parts to a performance event, the show and the venue. The show can vary widely, with common practices being concerts or plays, but anything that the community may appreciate will work perfectly. The venue can be anywhere with a stage or space large enough for the desired audience.

The greatest strength of a performance event is that it can draw in a large audience that can attract people to the Rotary Club and their causes. The larger and more spectacular the event, the more people that will participate and the more funds that will go to club.

Rotary Fundraising
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Examples From Clubs Performance

Rotary International hosted a successful performance event in Rome, where they played the movie Gladiator at the Colosseum alongside a symphony orchestra. This event received publicity and allowed for more people to support End Polio Now.

Many Rotary Clubs in Italy, like in Trieste and Padova Est., host concerts with a local artist to help support their fundraising efforts.

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Rotary Fundraising

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Business Partnership

Events where the club collaborates with another organization in order to tackle a larger event together.

These events overlap closely with other types of events, which points out that none of the events disclosed are exclusive to each other. Combining aspects of these different types of events can be a good way to make an effective fundraiser.

The key to partnering with another organization is playing to each other strengths. The Rotary Club community is a strength that another organization might be looking for due to the welcoming of a new audience and a greater outreach.

Rotary Fundraising
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Examples From Clubs Business Partnerships

The Lake Mahopac Rotary Club work with Philadelphia Phillies and other Rotary Clubs near by to make a Strike Out Hunger night to promote End Polio Now.

The Rotary Club of Firenze sponsored a play to support the White Milk Foundation, which gave medicine to areas of Ukraine.

Many Rotary Clubs in Italy, like in Roma Sud, will offer tours of museums.

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Rotary Fundraising

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Direct Donation

A type of fundraising campaign where people donate money or goods directly to a cause.

Direct donation events may also feature donation matching, where a generous sponsor will donate either the same amount or a set portion of donated funds.

One type of direct donation event is crowdfunding. This event is typically hosted on an online platform (such as GoFundMe in America or IdeaGinger in Italy), and often features promotional videos or similar materials to promote the cause the event is fundraising for. Crowdfunding campaigns also may offer certain rewards to donors who contribute a certain amount of money to the cause.

Rotary Fundraising
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Examples From Clubs Direct Donation

A good example of crowdfunding that performed well in Italy was Dis-Ordine, which is closely associated with the Rotary Club of Padova Contarini. They were able to raise 228% of their goal for funding a concert with the organization

Rotary Clubs also promote ways to directly donate to an immediate cause, like the relief fund for Ukraine

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Rotary Fundraising

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Goods Selling

A type of event where the organization sells physical goods with a portion of the sales going to service fund. Typically the goods being sold are donated by the organization's members or donated by local artisans or businesses.

An important part of planning a goods selling event is tailoring the goods to the event's target audience. This ensures that there will be interest in the event, and that the audience will be able to afford the goods being sold.

Another aspect of planning an event is acquiring the goods to sell. While they could be purchased from the market, the event will be much more profitable if it can bring in the goods in from members (either donated or made), or from local businesses. These donors could either donate goods for free or offer them at a discounted rate.

Rotary Fundraising
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Examples From Clubs Goods Selling

The Rotaract Club of Venice sold chocolates to raise funds for the AIRC and their cancer research.

In order to help fund their Casa Rotary Service, The Rotary Club of Treviso Nord partnered with a local pastry shop to sell bags of pastries with cards from kids too.

The Rotary Club of Arzignano set up a booth in a market every spring, selling local artwork and books.

In Santa Fe, they have a pancake sale each year for the for the 4th of July that raises tens of thousands of dollars.

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Rotary Fundraising

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Appendix I: Public Relations Booklet

**Rotary
Public Relations**

An Informational Document about the Online and Local Community Presence of Rotary Clubs

Created by Antonio Varela, Alexis Wood, Allison Califano, and Daniel Sardak

Overview

This booklet goes over what this project found about how to promote Rotary Clubs' services and fundraisers. This document will first discuss the general findings about different promotional methods, then will go into depth about the different promotional methods

This document is based off of research on scholarly sources about Rotary clubs, interviews with Rotary clubs, as well as looking through the websites and social media of 74 different Rotary and Rotaract clubs. The clubs that we focused on are mainly in the United States and Italy.

Table of Contents
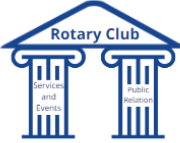
General Findings

Promotional activities would be rendered useless without any events to actually promote. Events and their promotions are evidently linked. The better one of the pillars is, the better the other can be.

Any promotional material should look attractive so that people will become more interested in the content. Clubs should put their best foot forward when discussing the services or fundraisers they are doing.

Public relations has two parts, recapping past events and promoting future events. Discussing past events is useful for telling people why the Rotary Club matters, showing evidence and accomplishments that will get people interested. That interest will lead to future events, and talking about what will be happening will allow for people to get involved.

Local Media

Local media sources such as newspapers, either online or in print, are a great way to publicize any service, fundraiser, or organization to their local and global communities.

Since the local media sources are outside organizations, there is not as much direct input the clubs can do for them. There are a few things that clubs can do to support the organizations though.

For instance, Rotary Clubs should often talk to local media companies and invite them to events in order for the media source to learn about the club and publish it in their tabloid for their audience to read.

Once an article is made about the Rotary Club, the club could also promote the article using their website or facebook. This helps bring awareness to the article and offer thanks to the media source for writing about the club.

Examples from Clubs
Local Media

The Rotary Club of Venice does well at being featured in the newspaper often. Once they are featured, they make a post on their Facebook, talking about the article and thanking them for the publicity.

Website

The website of any organization is one of the key aspects affecting and organizations public image. When people look up a specific Rotary Club, the website is likely the first thing that they will see. So making the website attractive and organized is important.

A lot of Rotary Club fall into the trap of making their website focus too much on Rotary International itself. Discussing Rotary International and what they do is definitely needed for all Rotary Clubs, but that information can also be found on the Rotary International website. Focusing the website on the specific Rotary Club helps viewers better navigate the site and find the information they need.

There are a lot different aspects that can be included in a Rotary Club website:
- Frequent updates of news that is happening in the club.
- A calendar that shows past and future events.
- The services being provided by the club.
- Information on how to get involved in the club.

Examples from Clubs
Website

The Rotary Club of Atlanta has a well organized website. Its's impirtant to not that a professional third party made it, therefore it's not required for the club to make the site themselves.

The Rotary Club of Treviso uses a template website that is provided by Rotary International. Despite that, the navigation bar at the top of the website is well organized to talk about the club of Treviso instead of Rotary International.
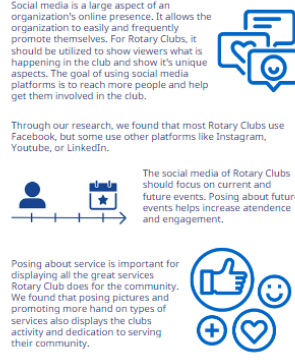
Social Media

Social media is a large aspect of an organization's online presence. It allows the organization to easily and frequently promote themselves. For Rotary Clubs, it should be utilized to show viewers what is happening in the club and show it's unique aspects. The goal of using social media platforms is to reach more people and help get them involved in the club.

Through our research, we found that most Rotary Clubs use Facebook, but some use other platforms like Instagram, Youtube, or LinkedIn.

The social media of Rotary Clubs should focus on current and future events. Posing about future events helps increase atendence and engagement.

Posing about service is important for displaying all the great services Rotary Club does for the community. We found that posing pictures and promoting more hand on types of services also displays the clubs activity and dedication to serving their community.

Examples from Clubs
Social Media

The Rotary Club of Roma does a great job of showing members performing hands on services for their community.

The Rotary Club of Los Angeles uses member spotlights to highlight a new person each week.

Slide 9

Examples from Clubs
Social Media

The Rotary Club of Chicago uses social media to encourage new members to join.

Rotary clubs can start a conversation about their events early on, like the Rotary District in Texas mentioning an baseball night in June that will occur in September.

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Member Newsletter

A member newsletter is paper or small booklet given out by an organization that shares information about the organization and the community involved. Examples include weekly church bulletin or monthly emails.

The purpose of a member newsletter includes the following.
- Remind members about future events.
- Recap past events members might have missed.
- Recognize accomplishments.
- Keep members feeling connected and informed.

Possible informational sections for the member newsletter include the following.
- A word from the organization.
- Calendar with upcoming dates.
- Advertisement boxes for possible sponsors.
- Member spotlights to encourage community.
- Progress updates on certain initiatives.

Member newsletters can be sent out as frequently as needed such as weekly, monthly, or quarterly. The frequency of the member newsletter depends on the goals of the organization. For instance, church builtins are printed each week because most people go to church once a week.

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Examples from Clubs
Newsletter

1. The **Flint Rotary Club** has a weekly newsletter that recaps their weekly meetings.
2. Pictures display their club culture and community.
3. Includes homage to the Rotary Club officers and directors for their heard work.

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Examples from Clubs
Newsletter

1. The **Rotary Club of Royal Hua Hin** uses their weekly news letter to welcome new members.
2. Highlights members individual contributions to charities and other community service initiatives.

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Examples from Clubs
Newsletter

1. The **Rotary Club of Royal Hua Hin** also includes a list of upcoming event.
2. Displaying members' birthdays help encourage a sense of community.
3. Recap of that weeks meeting.