

**PRESENTED TO THE  
BOARD OF GOVERNORS MEETING &  
ANNUAL GENERAL MEETING ~ HALIFAX  
JULY 2011**

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**A STRATEGIC PLAN IS IDENTIFIED AS:**

**“AN ORGANIZATION’S PROCESS OF DEFINING, OFTEN IN HYPERBOLIC TERMS, ITS STRATEGY, OR DIRECTION, AND MAKING DECISIONS ON ALLOCATING ITS RESOURCES TO PURSUE THIS STRATEGY INCLUDING ITS CAPITAL AND PEOPLE.”**

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**HYPERBOLIC IS DEFINED AS:**

**“SOMETHING EMPLOYING THE LITERARY DEVICE OF HYPERBOLE OR IN OTHER WORDS OVERSTATEMENT OR PLAUSIBLE EXAGGERATION.”**



oak tree

**STRATEGIC PLAN,  
ACTION PLAN,  
ANALYSIS & MORE**



**GYRO  
INTERNATIONAL**

~ FOR NON-PROFITS ~

# **A STRATEGIC PLAN CONTAINS:**

- ✓ **A MISSION STATEMENT**
- ✓ **OUTLINE OF OBJECTIVES & GOALS**
- ✓ **ASSESSMENT OF RESOURCES**
- ✓ **A STRATEGIC ANALYSIS**

# **MISSION STATEMENT**

- **The Mission Statement of Gyro International is set forth as a Doctrine of Friendship among men of all states, provinces and nations.**
- **Doctrine of Friendship is herein defined to be a satisfying state of mind, achieved through friendship & strengthened by tolerance, good will and helpfulness. An agreeable relationship with other men of kindred mind and purpose, and from all walks of life. Friendship is a deep, quiet, enduring affection, founded upon mutual respect and esteem.**

# **OBJECTIVES / GOALS**

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- **This doctrine is to be promoted by extending the bond of friendship through the continued establishment of clubs and membership, wherever situated, who agree to the principals and ideals of Gyro International.**
- **This doctrine is to further provide the membership, by virtue of its existence, the means to extend their friendships to far greater horizons than anyone could possibly accomplish on their own.**

# **OBJECTIVES / GOALS**

- **Finally to attract like-minded men to the value of friendship and membership by promoting the intrinsic values embedded in “friendship” and how those values relate to their families, their community, to themselves and as an essential quality of health.**
- **In essence, the ultimate goal is to:**

**“Share Gyro with a Friend!”**

# **CURRENT RESOURCES 1**

- **Quality product: High value unlimited friendship without any attachments.**
- **Quality leadership is on hand and available. Many Gyros have had careers as professionals, business owners or executives, military, teachers.**
- **Quality membership. Many members have had inspirational backgrounds; or their lives may be viewed as inspirational.**



# **CURRENT RESOURCES 2**

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- **Competent members skilled in training seminars for officers and stimulating membership gains.**
- **Website, database and quarterly magazine with a wealth of information about members & activities. A great resource to get new members acclimated to our organization and old friends to stay in touch with what is happening around the country and at district and international conventions.**

# **CURRENT RESOURCES 3**

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- **Gyro has adequate funding to maintain status quo, but inadequate funding to pursue any expensive activities.**
- **Tentative future resource:** a marketing plan from outside academics.

# **STRATEGIC ANALYSIS**

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- **Increasing membership -- Best use of resources would be to aggressively energize the membership to “market” the intrinsic values of friendship to non-members.**
- **Retaining membership -- Aggressively insure that club resources and talent are utilized to provide a stable and entertaining club atmosphere.**
- **Identify and use “S.W.O.T.” What is it?**  
*(A SWOT analysis is used to measure competencies & identify future opportunities.)*

# **S.W.O.T.**

- **STRENGTHS**
- **WEAKNESSES**
- **OPPORTUNITIES**
- **THREATS**

# **STRENGTHS: (INTERNAL)**

- **high value product**
- **established fraternal organization with 100 years of history, 3000 + members**
- **up to date technology – database, website, digital communications**
- **high level of desire to increase membership**
- **membership that lives the ideals of friendship**
- **talented volunteers and training staff offer well executed seminars**
- **value to family, community and self**
- **social membership, a proven health benefit**

# **WEAKNESSES: (INTERNAL)**

- **age of membership**
- **lackadaisical attitude amongst the membership – “what does International do for me?” vs. “this is a great organization, what can I do to help it succeed and grow?”**
- **dedication, lack of – take but not give (few serve all)**
- **age lessened opportunities to meet possible new members**
- **loss of Gyro identity**
- **hyper-inflated sense of negative financing**
- **funding limits – cuts rather than inflation adjustments**

# **OPPORTUNITIES: (EXTERNAL)**

- **tap into retiring baby-boomers – an endless wave**
- **tap into special groups – golfing buddies, professional associations, etc.**
- **advance the positive uplift of sharing new friendships – introduce others to the benefits**
- **think outside of the box – consider your dentist, doctor, candlestick maker, florist or even the store clerk that you have familiarity with**
- **husbands of wife's friends**
- **bring in sons & sons-in-laws ....**

**Opportunities are endless – we must be proactive!**

# **THREATS: (EXTERNAL)**

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- **current attitude of “no time to join” – too busy!**
- **getting past the veneer of “me” – introduce the concept of sharing time**
- **apathy of just enjoying membership without actively dedicating time & energy to grow & enhance Gyro**
- **financial distress – ever increasing costs of living**
- **communicating in current terms – age factor**
- **competing time for leisure activities – electronics, TV, sports, workouts, other memberships, volunteering ...**  
***“The Technological Transformation of Leisure!”***
- **must realize there is no apparent “magical” solution – only our mantra to “invite a Friend to Gyro”**



# **ANALYSIS**

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- ❖ **Gyro is not a business & can't be run like one. There is no profit motive, just membership growth.**
- ❖ **Membership increase is necessary to survival.**
- ❖ **Membership increase is necessary for adequate funding – which pays for better communications & training leadership.**
- ❖ **Youth would be nice to have, but not a requirement ... many seniors have 20+ years to offer.**
- ❖ **Increased membership requires personal involvement.**

# ANALYSIS 2

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- ❖ **Personal involvement means a commitment of time and money.**
- ❖ **Personal involvement also means a commitment of energy and desire.**
- ❖ **Members must educate unaware “others” to that intrinsic value contained in being a friend/member.**
- ❖ **We have only ONE adversary, and that is:  
**THE VALUE OF LEISURE TIME!****

# ANALYSIS 3

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- ❖ **Prospective directions from a future marketing program may offer additional solutions - TBD**
- ❖ **The ONLY solution to membership gain is a commitment to all of the above.**
- ❖ **There is currently a viable plan that requires only membership commitment ....**
- ❖ **That solution is to “Invite a Friend to Gyro!”**

# **ACTION PLAN**

**(CIRCA 1990-1995 – REVIEWED 2004)**

**20 YEARS LATER**

**OBJECTIVE:**

**1. GROWTH THROUGH CLUB  
EXTENSION AND EXPANSION.**

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**ACTION:**

- **Each district to establish a written plan for club growth**
  - **Each district formalize a plan to establish new clubs**
  - **Each district formalize a funding plan**
  - **International budget needs = ZERO**
- 

**REALITY: Were plans ever finalized? Updated?  
Do they have \$ in their budgets today?  
Were plans ever passed on to today's officers?**

OBJECTIVE:

## **2. STABILIZE INTERNATIONAL FINANCIALLY.**

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ACTION:

- **A five-year plan by International of realistic budgets.**
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REALITY:

**Five year budgets were produced & approved by BOG's. Reluctance by BOG to assess adequate funds for inflation, AND to cover new approved plans such as funding 3 Lt. Governors to Interims for training; funding special needs such as Centennial; bailing out wealthy clubs for poor convention planning, etc.**

**OBJECTIVE:**

**3. GROWTH THROUGH CLUB  
EXTENSION AND EXPANSION.**

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**ACTION:**

- **Districts to establish a written plan for club growth  
PDG's are prime candidates to  
serve on membership committees**
- 

**REALITY:**

**PDG's are utilized in most districts for advice and  
help. Was follow-up planning implemented?**

**OBJECTIVE:**

**4. IMPROVEMENT & MAINTENANCE OF  
EFFECTIVE COMMUNICATION SYSTEM  
THROUGH THE GYROSCOPE & OTHER  
PUBLICATIONS OF THE DISTRICTS,  
CLUBS AND INTERNATIONAL.**

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**ACTION:**

- **Visitations by International & District Officers to club and district events.**
- **Inter-club activities to be encouraged and supported.**
- **All Districts & clubs to have bulletins**

**International budget needs – minimal except for budgeted postage.**

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**THE REALITY IS:**



- **GyroScope is much improved digitally but limited to only two printed issues to save money. Not every member is thus fully informed. It does contain copies of budgets and explanations of EC & BOG actions.**
- **Visitations from International curtailed by budget constraints – thus reduced communication and support.**
- **Bulletins /websites constantly promoted in meetings & online – limited capability or concern limits viability for effectiveness to approx. half of clubs.**

**OBJECTIVE:**

**5. PERIODIC ARTICLES IN THE GYROSCOPE ON SPECIFIC ISSUES, I.E. MEMBERSHIP, TRAINING, ETC.**

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**ACTION:**

- **Officers to submit articles on a regular basis.**
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**REALITY: Messages from the President and from the Membership Chairman are in every issue -- as well as articles on current happenings, the budget when applicable, articles to stimulate membership retention, and more, etc. do occur on a regular basis.**

OBJECTIVE:

**6. SPECIFIC DUTIES TO BE ASSIGNED TO EXECUTIVE COUNCIL & DISTRICT OFFICERS**

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ACTION:

- **President to assign a VP as membership chairman**
  - **Districts to assign their own responsibilities**
  - **Club officer workshops to be conducted by District Officers at Conventions & Interims**
- 

REALITY: **EC sets assignments every year.**  
**Conducts seminars at each meeting.**  
**District action – is there follow through ???**

**OBJECTIVE:**

**7. CONTINUED MAINTENANCE OF  
INTERNATIONAL OFFICE.**

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**ACTION:**

- **D-I clubs asked to support work party projects.  
International budget to include  
annual building fund allowance.**
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**REALITY:**

**Continued budget allotment for maintenance needs.  
Office is now basically refurbished. Minimal funds  
needed in near future. D-I complied.**

**OBJECTIVE:**

**8. COMPUTERIZATION OF ALL  
FUNCTIONS AT HQ OFFICE**

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**ACTION:**

- **Establish a database for directory, etc.**
- **Computerize workstations – word processing, files, bulletins, etc.**
- **Management by International S/T**

**International budget to include allowances in  
orderly manner.**

## **Reality:**

- **Database is operating. Website is functional & contains tools & info.**
- **Office is fully computerized and on cable.**
- **Staff is functional on necessary requirements (all are computer literate).**
- **Reasonable annual budget allotment to cover equipment malfunctions, new software, etc.**

**OBJECTIVE:**

**9. SPECIAL RESOURCES TO  
DISTRICTS AND CLUBS**

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**ACTION:**

- **Develop a Procedure Manual covering growth, extension, ceremonials, etc.**

**International budget requirements TBD**

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**REALITY: Completed in early '90's. Updated as necessary and located online and in each club & district. Is it passed along to new officers?**

OBJECTIVE:

**10. GREATER RECOGNITION FOR  
GYRETTES INTO THE LIFE OF THE  
FRATERNITY**

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ACTION:

- **All officers to pay appropriate tribute to the ladies**
- 

REALITY: **Generally acknowledged at installations and in magazine. Emphasis now being directed at wives friends for new members**



OBJECTIVE:

**11. RE-ESTABLISHMENT OF D-V  
THROUGH REVITALIZATION OF THE  
CLUBS**

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ACTION:

- **SLC is working to establish clubs in Ogden & Provo.**
  - **International presence in SLC & Denver by visitations.**
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REALITY: **SLC failed to finish; Denver quit in 1991;  
age is now decisive deterrent**

OBJECTIVE:

**12. GREATER UTILIZATION OF  
PIP'S AND PDG'S ESPECIALLY  
WITHIN EACH DISTRICT'S PLAN FOR  
EXPANSION**

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REALITY:

- **PDG meetings & reports started 1994, and continue today at International.**
- **Use in district expansion? Are there Plans? Unclear.**

OBJECTIVE:

## **13. SPECIFIC CLUB EXTENSION GOALS. ADDING NEW CLUBS**

REALITY:

**We've lost more clubs rather  
than gaining new clubs.**

**A number of attractive locations have  
been identified over time, but few  
results.**

**OBJECTIVE:**

**14. TOTAL MEMBERSHIP GOALS**

**1990-1995 :**

**600 MEMBERS & 31 NEW CLUBS!**

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**ACTION:**

- **Use VCR Video currently being produced.**
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**REALITY:**

- **VCR promotion video is underused – could use updating?**
- **New costs @ \$10k prohibitive under today's dues attitude.**
- **Unrealistic membership goals!**

**OBJECTIVE:**

**15. EMPHASIZE SALE OF GYRO  
SUPPLIES & JEWELRY THRU  
PUBLISHED CATALOG AND  
AVAILABILITY AT MEETINGS**

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**ACTION:**

- **A VP to take responsibility in cooperation with the S/T**
- **Publish a catalog via GyroScope or directory**
- **Periodically review additional articles.**

## **Reality:**

- **Store items were greatly increased.  
Several catalogs produced – under used  
and/or not circulated locally in clubs.**
- **Modest sales, low profit.**
- **Clubs often use local entity for clothing  
rather than support store.**
- **Perhaps we should limit items to only pins  
and similar.**

# **ACTION PLAN ANALYSIS**

- **THIS PLAN OF ACTION WAS INITIATED IN 1990 -- TO BE FULLY FUNCTIONAL BY 1995.**
- **A FOLLOW UP REVIEW IN 2004 (ASKED FOR BY THE BOG) ... DETERMINED THAT ALL ITEMS HAD BEEN PROCESSED IN FULL AT INTERNATIONAL.**
- **DISTRICT OFFICERS THUS WERE REMINDED OF THESE APPROVED REQUIREMENTS.  
PLAN WAS TO CONTINUE.**



- **REVIEW IN 2011 (NOW) SUGGESTS THAT MANY ITEMS, ESPECIALLY THOSE PERTAINING TO DISTRICTS ARE NOT CURRENTLY ACTIVE.**
- **UNDER- FUNCTIONING OR NO MEMBERSHIP CHAIRMEN AT DISTRICT LEVEL.  
ACTIVE MEMBERSHIP PLANS?**
- **LACK OF FUNDING BY DISTRICTS**

- **MOST INTERNATIONAL REQMT'S ARE FUNCTIONAL AND ONGOING IN PLANNING EACH NEW YEAR. FUNDING DUE TO CUTS NOW AN ISSUE.**
- **MEMBERSHIP GOALS WERE UNREALISTIC. DID NOT ACCOUNT ADEQUATELY FOR AGE CONSTRAINTS OR COMPETITION FOR LEISURE TIME OR LACK OF EFFORT.**

- **DESIRE TO INCREASE MEMBERSHIP IS LIP-SERVICE ONLY. IT TAKES TIME AND EFFORT, BUT TOO FEW ARE WILLING.**
- **EVERBODY LOVES THE FRATERNITY, BUT TOO FEW ARE WILLING TO CONTRIBUTE EITHER TIME OR MONEY TO SEEK NEW MEMBERS OR EVEN SERVE AS A CLUB OFFICER.**
- **THE FEW DO IT ALL FOR TOO MANY!**

- **MEMBERSHIP PLANS OFFER DUBIOUS RESULTS. A LOT OF TALK, BUT NO FOLLOW-UP THROUGH SEVERAL GENERATIONS OF OFFICERS. IT STILL REQUIRES ONE-ON-ONE EFFORT TO RECRUIT. WAITING FOR SOMEONE ELSE, OR FOR A MYSTICAL PLAN IS SURE FAILURE.**
- **IF GYRO IS WORTH SAVING, IT'S WORTH EVERYONE'S EFFORT.**

- **OTHER THAN AN ATTEMPT TO SAVE MONEY BY CUTTING SERVICES, SERIOUS CONSIDERATION SHOULD BE GIVEN TO THE VALUE OF OFFICER TRAVEL – TO ENERGIZE COMMUNICATIONS, TRAINING, RECOGNIZING PROBLEMS, ETC.**

**i.e. INTERNATIONAL PROVIDES OFFICER TRAINING, BUT DOES ANY OF IT GET DOWN TO THE CLUBS?**

- **A STRATEGIC PLAN OR PLAN OF ACTION FOR GYRO SEEMS SIMPLE!**
- **WE KNOW WHAT NEEDS TO BE DONE.**
- **THE TIME TESTED METHOD FOR MEMBERSHIP (AND THE ONLY ONE) HAS NOT CHANGED IN 100 YEARS.**
- **IT IS TO: “INVITE A FRIEND TO GYRO!”**

**THE REAL PROBLEM  
IS ...**

**HOW TO  
MOTIVATE  
THE  
MEMBERSHIP?**

**ACTION PLAN  
FOR  
2012 AND ON**



# **WHAT TO DO?**

- ✓ **LEVERAGE STRENGTHS**
- ✓ **MITIGATE WEAKNESSES**
- ✓ **TAKE ADVANTAGE OF OPPORTUNITIES**
- ✓ **MITIGATE THREATS**

# **LEVERAGE STRENGTHS**

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- ✓ **Develop systematic method “selling” the importance of membership growth to our members. Repetition.**
- ✓ **Continue & expand on training programs and follow-up at district / club level.**
- ✓ **Make Gyro a recognizable entity in local communities. Desirable to join!**

# **MITIGATE WEAKNESSES**

**Review financial cuts rather than funding.**

**We're talking 1-2 drinks or  
1 or 2 gallons of gas each year!**

**Stress the need for help from the membership  
to gain growth.**

**If the member is negative in his mind ...  
“If I ask, he'll probably say no.” Gyro loses.  
If we don't ask, it ain't gonna happen!**

- 1. Districts must reassess the value of gyro in their lives & insist on adequate funding to promote the fraternity! Later, with increased membership, funding is no longer a problem.**
- 2. District Officers must take responsibility to establish viable membership plans.  
Be committed!**

- 3. District Officers must take the lessons from the training sessions and pass on to the club presidents for follow-up action.  
Become accountable! Establish training as a scheduled part of district meeting's.**
- 4. Utilize the many training tools available on the website. Club Improvement Action Plan.**
- 5. Become more proactive in visiting troubled clubs.**

- 6. Reconsider the value of International Officer travel to the districts as a one-on-many impetus to new membership.**
  
- 7. Establish the concepts that make many club's meetings a desirable alternative to the "spending" of leisure time.  
Retention of members is equal in importance to gaining new members.**

# **TAKE ADVANTAGE OF OPPORTUNITIES**

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- ✓ **Ever increasing body of retirees.**
- ✓ **That growth is unrelenting – and will be for years. There must be many others that think like Gyro's do.**
- ✓ **Do not discount any possible opportunity as unrealistic or unworkable**

# **MITIGATE THREATS**

- ✓ **Discount age as a factor of membership – in many clubs “old” does communicate with younger members. Those clubs are very successful! Follow their model. If you don’t try it, how can they like it?**
- ✓ **Provide a friendly experience to a prospective member. Conviction to the ideals of friendship is a big sales tool!**  
**Get motivated!!! Motivate others!!!**



**IS ANOTHER  
FIVE-YEAR PLAN  
NECESSARY  
OR  
ARE WE CAPABLE OF  
RECOGNIZING WHAT WE  
MUST DO AND HAVE  
EVERYONE PITCH-IN  
AND GIT'ER DONE?**

**PAPER OR DIGITAL  
ACTION PLANS ARE  
ONLY GOOD IF  
EVERYONE TAKES  
RESPONSIBILITY TO  
IMPLEMENT AND  
FOLLOW THROUGH**

✓ **THE STRATEGIC PLAN  
SHOWS WE HAVE MORE  
PLUSES THAN MINUSES**

✓ **THE OLD ACTION PLAN  
STILL OUTLINES THE  
NECESSARY ACTIONS  
WE NEED TO TAKE.**

**WE HAVE A PERFECTLY  
GOOD PLAN THAT NEEDS  
ONLY A LITTLE TWEAKING.**



**WE JUST NEED TO  
TAKE ACTION !**

**WE MUST PROPERLY  
IMPLEMENT THE PLAN  
WE ALREADY HAVE,**

**AND**

**WE NEED TO  
CREATE A  
“CLIMATE”  
THAT WILL  
IGNITE THE  
MEMBERSHIP.**

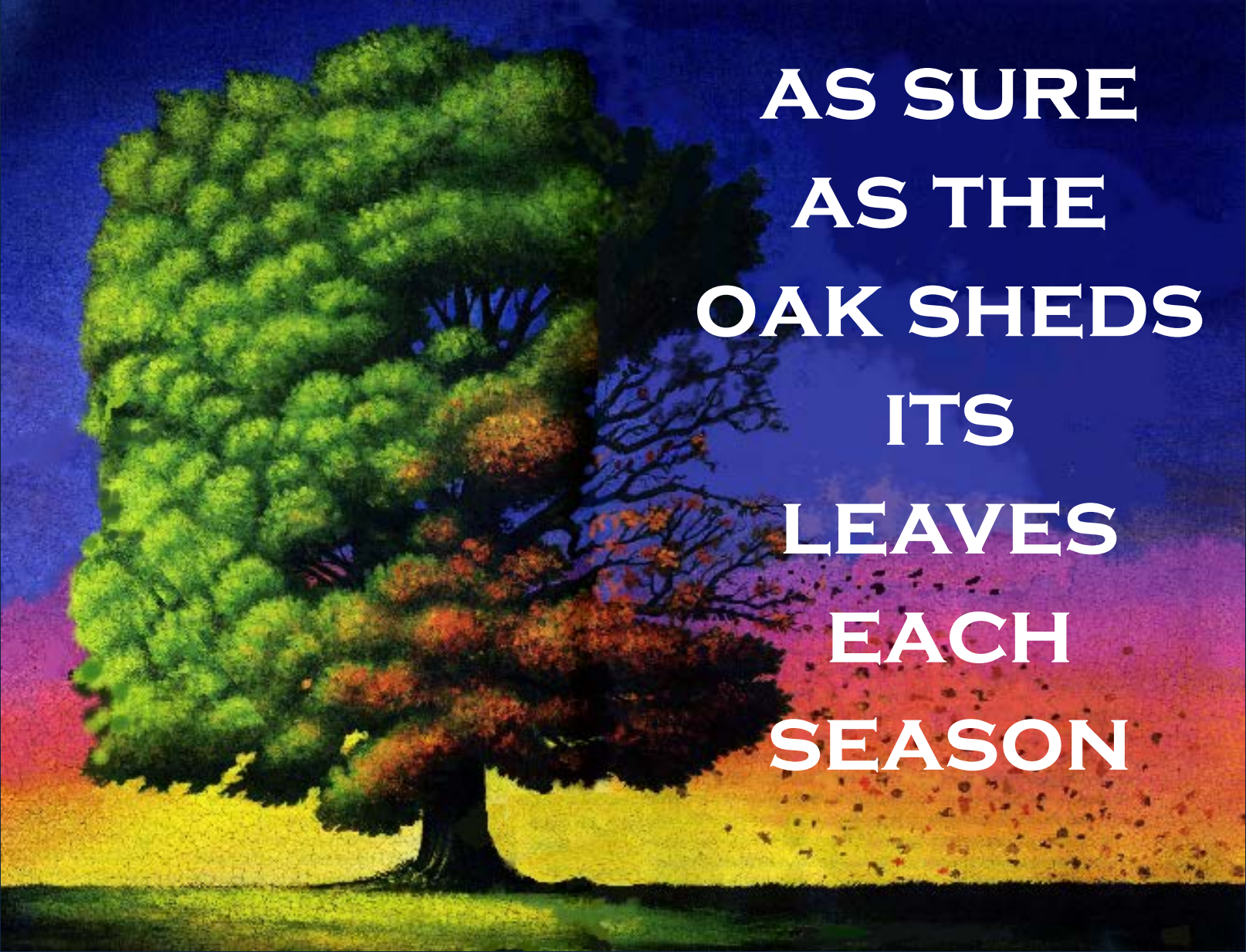
# AN ANALOGY

**GYRO IS  
LIKE A  
CHERISHED  
OLD OAK TREE ...**





**THAT HAS  
WEATHERED  
MANY SEASONS OF  
MEMBERSHIPS  
RISING AND  
FALLING**



**AS SURE  
AS THE  
OAK SHEDS  
ITS  
LEAVES  
EACH  
SEASON**

**IT GROWS  
ANEW  
AS EACH  
NEW  
SEASON  
EVOLVES**



**OUR GYRO TREE  
HAS SURVIVED  
FOR 100 YEARS**

**AND**

**IT CAN SURVIVE FOR  
MANY GENERATIONS  
MORE**

**BUT IF WE  
DON'T HAVE**

**OR**

**TAKE THE TIME  
TO PROPERLY  
NOURISH OUR TREE ...**

**THEN SLOWLY FEWER  
LEAVES APPEAR  
AND  
EVENTUALLY  
THERE WILL BE  
NO MEMBERS  
AT ALL**



**AND THEN ...**



**GYRO AS WE KNOW IT,  
WILL FADE LEAFLESS  
INTO THE SUNSET.**



“WHAT WE GOT HERE IS FAILURE TO COMMUNICATE.  
SOME MEN YOU JUST CAN’T REACH!”

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**C'EST FINI !**

## **ADDENDUM TO SLIDES**

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**INTERESTING REDUNDANCY  
UPON REVIEW OF READING  
95 YEARS OF MEETING MINUTES.**

When Gyro was in its infancy, it was based on friendship, but quickly the main thrust was to assist every member in attaining success in the business world, ***with perhaps the convenience of friendship.*** A major committee was titled Business Boosters to effect that result. It was ordained that a member did business with another member locally and in another city if available. Nearly 10 years passed before that requirement was official dropped, however that pressure continued until the 1934 convention - when Gyro membership had dropped significantly because of the depression – that a group of admitted Bolsheviks tried to dismantle International ... blaming it for loss of members and thus business opportunities. This was a time that Kagy responded after the verbal battles ended and once again everyone were friends once more, that we had finally returned to our original 1912 roots, that of friendship.

As Gyro was blossoming, the thrust to expand was left to the International office. There were a number of attempts to merge with other existing groups to more quickly gather added membership. For example a group of 150 loosely associated men in Montana were offered the chance to join Gyro, but they opted to join Kiwanis because they were more international. Likewise a large group in Kansas City affiliated with smaller associations in the south turned Gyro down. Some years later, Kansas City did become a club. International sent out representatives to recruit these and other groups. There was much communication and effort directed to this end. Almost any area that had already formed social or service groups were approached. Expenses for these excursions were covered by the organization. Later on Gyro even had a paid membership chairman to “mine” prospective areas. This later effort was fruitless and discontinued after a few years as a waste of money.

After the districts had been formed and a Board of Governors initiated, it was recognized that that to truly grow Gyro, it must be done in the heartland – districts were to prepare membership plans and stimulate the growth of new clubs within their regions. Regional VP's were elected to oversee the effort.

As I read the minutes it was obvious that decade after decade after decade there was the same re-occurring dialog.

We need more members! We need to cut costs.

What does International do for us? Three to four times in each decade, the same litany. From 1930 thru 2010, history repeated itself often.

A look at then, compared to today, is interesting. When thinking costs and what we budget today, consider this:

In 1925 Ed Kagy was hired as S/T and was paid a salary \$5000 which would equal \$62,000 today. By 1946 he was paid \$7000/year. Today those dollars would be over \$77,000/year. Upon retirement he also received a pension of \$2800/ year, equal to over \$25,000 annually today. Similarly, in 1954 Chick St. Clair started his 22-year tenure as S/T at the equivalent salary of \$62,000.

Today we are budgeting \$35,000 for officer travel. Based on last year that will allow about 30-40 visitations. One year before, the budget was \$45,000 and allowed more than double the amount of visitations. To put into perspective, in 1968 the EC did 70 visitations on a budget of \$14,500. In today's dollars that was equal to nearly \$90,000! Twice as much as in 2009.

Also in 1968 the budget for the GyroScope was \$10,507.50. Today that would equal \$65,000. Our 2011 budget is nearly 2/3 less. The quality improvement I leave to your own opinion.

Today we have a staff of 2-1/4 part-time ladies and now a full-time S/T. In 1948 there was a full-time S/T, and full-time personal secretary, office secretary and clerk. Those combined salaries to run Gyro amounted to \$16,810 or today an expense of \$156,874. By 1954 this had risen to over \$159,000. Today with the recent changes, the salary budget is for \$74k ... a bit less than half as much. And do not say that because of computers the work load is less. I can assure you that with the advent of electronics the demand for more and more information increases!

There were also numerous accounts in the minutes and in many of the committee reports suggesting that cutting EC travel was hurting Gyro even though the previous BOG had initiated budget cuts. In the early '50's Ed Kagy was sent with a budget of \$5000 (\$42K today) to visit some 90 clubs around N. America and to visit a few locations trying to drum up more membership. The visitations were reported to have a great effect and were strongly vital to the future of Gyro -- in a sense bucking up the clubs. It was commented that several clubs were saved. The other forays into uncharted territory were a bust.

The point of these examples is to say that although there were constant concerns over costs throughout Gyro history, the fraternity paid what was necessary to insure survival and a quality product. The need and value for interaction between the Executives and the Districts and the Clubs was considered of the utmost importance, albeit they sometimes complained about paying for it.



Unfortunately, when it comes to membership increases, it is painful obvious, the districts have failed. Time and time again in the minutes, the issue was hammered home – the districts had to make plans, they had to energize the membership, locate prospective new club locations, and follow up. These edicts came from the BOG themselves. And oft times, although it was recorded that there were dozens of prospects, few were developed. Unfortunately there were too often references to “dancing Governors” and bickering between district officers. This was an era reference to those Governors who were all play and no work. Time after time after time, the intents were honest, the hearts were willing, the follow up sadly lacking.

From my observations of the Strategic Plan, the Action Plan and then reading 95-years of minutes, it still boils down the district officers needing to take action, create training for club officers and igniting the membership to **“Invite a Friend to Gyro!”**

I have not offered these observations lightly and I am not pointing at anyone. I do think the similarities and innuendos are plentiful and straightforward. How you fellows digest all of this and act upon it is within your own heart. In my over 30 years in Gyro, I have been blessed with the opportunity to have spent 22 years either in “management” or as a steward of the organization. It strikes me that although there has been the occasional blip in the road, in the end, the Board of Governors usually does the right thing for the betterment of Gyro