

LIEUTENANT GOVERNOR

Your fellow Kiwanians have elected you to one of the key leadership positions in your district. Your responsibilities include helping clubs maintain or increase their membership, opening new clubs, ensuring participation in club leadership education, and increasing club members' engagement and morale.

The energy that you give this position will go a long way toward maintaining the health and vitality of the clubs in your division and, by extension, Kiwanis.

RESPONSIBILITIES

Just as the club president is the leader of the club, the lieutenant governor is the leader of the division.

The lieutenant governor invests balanced efforts in working with existing clubs and opening new clubs to strengthen Kiwanis within the communities in the division. This position is the connection between the clubs and the global Kiwanis organization when it comes to communication, resources, education opportunities and information. The lieutenant governor works closely with club leadership, specifically club presidents, to ensure that they feel supported and have access to information to continuously improve their members' experience.

QUALIFICATIONS

- Familiar with communities in their division
- Knowledgeable of basic Kiwanis club operations
- Willing to learn and use Kiwanis online reporting
- Aware of Kiwanis tools and resources
- Organized and able to manage time well
- Able to build relationships with club leaders within the division

DUTIES

- Directly support the clubs as they create and/or implement the strategic plan
- Works with the master or certified instructor to coordinate a classroom offering of club president education
 - Actively contributes to the fulfillment of the district strategic plan, as requested
 - Develops a division action plan, which includes a division membership plan
- Serves as the leader for the division membership team
- Coordinates assistance to clubs by communicating with the certified club counselors in the division, the district membership team members and Kiwanis International

- Drives membership in the division by assisting current clubs in their invitation and member engagement efforts
- Identifies communities as potential new-club locations
 - Leads the club-opening team in the division
 - Connects a sponsoring club with a new-club site
 - Mentors new clubs
 - Continually is a resource to clubs in the areas of membership, service, branding and financial viability
 - Visits clubs in the division
 - Evaluates, coaches, supports and provides positive reinforcement to Kiwanis clubs in the division
 - Provides tools and resources to address areas of opportunity
 - Shares key messages with clubs
 - Encourages participation in club leadership education opportunities
- Participates in lieutenant governor orientation
- Facilitates division council meetings
- Hosts the governor's visit (if applicable)
- Ensures a seamless transition among preceding, current and succeeding lieutenant governors
- Helps identify the new lieutenant governor-elect
- Serves on the district board of trustees (if applicable)*

**Depending on the district; not all lieutenant governors serve on the district board of trustees. This is commonly referred to as the "trustee system, regional system or regional trustee system." Contact your district office if you have questions about your involvement with the district board.*

Appointment of division leadership team

To be successful as the division's leader, you'll need help from a division leadership team. Some key team members may be suggested by district policy or division tradition. Others will be based on your analysis of your needs for a productive and successful year. Discuss existing division leadership positions with the current lieutenant governor, past lieutenant governors and others whose advice you value.

Possible division appointments include a committee chairman for the governor's visit and experts who can provide direct support for club committees.

For each position, define the tasks, identify the necessary skills and personally ask the member to be a part of your team.

Use the position appointment form to help you define and build your team.

Sample format for position appointment

Position title: _____

Responsibility(ies): _____

Primary tasks and target dates for completion of each:

TASKS	COMPLETION DATES
_____	_____
_____	_____
_____	_____

Personal characteristics needed to be successful: _____

Person accepting position: _____

Address: _____

Phone number: _____

Email address: _____

Division action plan

Effective leaders have a clear understanding of the responsibilities and expectations of their office as it relates to Kiwanis International, the district and the clubs. The lieutenant governor establishes a clear vision for the year ahead through development of division goals. Choose division goals that are specific and attainable. Outline specific steps and a timeframe for completing each step. Define who is responsible for each step, and communicate steps and responsibilities to everyone who has a role in achieving each goal.

Distribute a draft of a division action plan, including goals, steps and timeframes at the preliminary division council meeting. Following discussion, develop and distribute a final action plan to all club and division leaders. This can serve as the basis for the lieutenant governor's regular progress checks with the people responsible.

Clubs are asked to identify their annual goals by October 1. This includes membership goals, committee goals and those specific to board activity. Request a copy of these goals from each club, and consider how they impact the collective division goals. Having these goals in hand will also give the lieutenant governor an immediate opportunity to discuss areas that are important to the club and to better identify what kind of support they may appreciate.

As part of the division action plan, include a division membership plan that specifically outlines the membership goals within each club as well as plans for club openings. See pages 81–82 to better understand the division membership plan.

Sample format for division action plan

Goal: (A specific statement of desired result and completion date).

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE	PROGRESS DATES
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Division membership plan

The lieutenant governor is responsible for accomplishing the membership goals within the division during the year. This effort is in collaboration with your division membership team, which includes certified club counselors, who focus on existing clubs, and a club opener. Specifically, the division membership team monitors and encourages strengthening membership in all existing clubs and the opening of new clubs.

Here's how to create a membership plan:

Before the year begins

1. Attend lieutenant governor orientation and familiarize yourself with the resources provided by Kiwanis International at www.kiwanis.org/theformula.
2. Get membership information from the current lieutenant governor for each club. As you meet the incoming officers of each club, discuss membership goals and support for new clubs within the division. Take special note of clubs that have been recently organized.
3. Identify potential sites for new clubs and initiate the club-opening steps.
4. Consider how you'll communicate the division's membership priorities and progress throughout the year to club leaders and members. Make use of:
 - Education sessions
 - Division newsletters
 - Official club and board visits

During the administrative year

1. Make progress on opening a new Kiwanis club during the first half of the year (October–March).
2. Strengthen an existing Kiwanis club.
3. Ensure that support and mentoring is continuing for clubs that have been organized within the past 12 months.
4. Lead by example: Fulfill your commitments to participate personally in specific membership activities.
5. Continue to communicate the division's membership priorities and progress.
6. Recognize the clubs and individuals who achieve their membership goals.
7. Sponsor a member into your own club early in the year.
8. Offer advice to your successor on division membership for the next administrative year.

Potential areas of goal setting

- Impact on the community
- Net membership for the division, ___ percent (___ members)
- Club opening and development
- Inclusion of Circle K International and Key Club International alumni and Service Leadership Program parents as prospective members
- Orientation of all new members
- Engagement of current members
- Regular recognition of members for achievements
- Membership success of Service Leadership Programs such as Kiwanis Kids, Builders Clubs, Key Clubs, CKI, Aktion Clubs and Key Leader (where applicable)
- Positive publicity in the community

Lieutenant governor's preliminary evaluation of clubs

(To be completed in June for each club in the division.)

Your success as lieutenant governor ultimately depends on the success each club in the division has in strengthening the quantity and quality of membership and service during the administrative year. Your ability to help clubs grow, provide better service to the community and meet the needs of their members starts with gaining a thorough knowledge of each club's strengths and weaknesses. Establish a positive, helpful relationship with the incoming club presidents and maintain this relationship throughout the year.

Steps

1. Meet with the current lieutenant governor and discuss each club. Note the lieutenant governor's impression of noteworthy strengths and possible improvements.
2. Obtain copies of each club's monthly reports (October–April) from the lieutenant governor. Note positive and negative trends of each club. These reports will be available to you electronically once your term has officially begun.
3. Contact the incoming club presidents in every club. Give them your mailing address, phone number(s) and email address. Encourage them to contact you whenever you can help. Ask for their impressions of current club status including club strengths and potential challenges for the upcoming year. Record these comments. Discuss their clubs' goals and how those goals will address the potential challenges they may face during their term.

Evaluation of clubs and boards

The lieutenant governor may be asked by the district to complete an evaluation. These are not required by Kiwanis International but may be a great reference throughout the year as you track conversations and visits.

Resources that may be helpful to you in your evaluation include the sample club meeting agenda on page 55 and the sample board meeting agendas on pages 51–52. Remember that each club may have its own unique format.

These are some of the primary areas to note:

- Club meeting
 - Meeting place
 - Welcome activities
 - Conduct of meeting
 - Fellowship
 - Program planning
- Board meeting
 - Attendance
 - Budget and bylaws adherence
 - Committee activities
 - Record keeping
 - Timeliness of reports and payments
- Special areas
 - Service Leadership Programs participation
 - Young Children: Priority One
 - District and Kiwanis International convention representation
 - Revision of club bylaws
 - Club incorporation
 - Charitable foundation
- Club's request for materials
- Additional information of special value to governor, district secretary and district committees

Sample board meeting evaluation

Club name: Kiwanis Club of _____

Incoming club president: _____

Incoming club president telephone number: _____

Incoming club president email: _____

Comments about club strengths/concerns: _____

Review of monthly reports: (Note significant trends in areas such as new members, membership engagement, meeting attendance, meeting programs, service opportunities, fundraising efforts.)

Incoming club president comments about the club: _____

Sample club meeting evaluation

CLUB MEETING DATE: _____ / _____ / _____

	Excellent	Good	Fair	Poor	Ideas for improvement
Opening ceremonies					
Recognition of guests					
Committee action Reports <i>(Make them concise, indicate progress.)</i>					
Service to community					
Program					
Advance arrangements					
Introduction					
Speaker					
Thank-you					
Membership					
Involvement					
Fellowship					
Invitation					
Retention					
Service Leadership Programs					
Inter-clubbing					
Budget					
Publicity					
Promotion of Kiwanis Objects					
Participation in division, district and Kiwanis International activities					

*Note: For suggestions on improving weak areas of the club, refer to www.kiwanis.org/theformula.

Division council

PURPOSE

Kiwanis International encourages every lieutenant governor to organize a division council. Through regularly scheduled council meetings, the lieutenant governor has an opportunity to work with club and division leaders to:

- Address common club concerns
- Share ideas and successes
- Evaluate progress in achieving club, division and district goals
- Resolve minor club problems before they become serious
- Track report filings
- Promote division, district and Kiwanis International programs
- Coordinate implementation of division-wide projects and events such as the district governor's visit and the opening of a new Kiwanis club

Also, at a division council meeting held before April 15, a new lieutenant governor and his or her successor must be elected. Consult your district bylaws for the proper procedure and allow time for that process on the agenda.

SIZE AND MAKEUP

In most Kiwanis divisions, council membership includes the lieutenant governor and club presidents. Many councils also include club secretaries, the lieutenant governor-elect, division appointees, and the lieutenant governors or representatives of CKI and Key Club.

MEETINGS

Ideally a council would meet monthly. If monthly meetings are not feasible, plan at least one council meeting per quarter. Periodic electronic communications are encouraged.

At least two council meetings can be conducted in conjunction with other activities club presidents are expected to attend:

1. **Club president education (May/June).** This is your first opportunity to meet with the incoming club presidents. Take advantage of this time to discuss the details of club, division and district goals and seek input on location(s) for a new club in the division. Their support will be important in the club-opening process.
2. **Division elections.** Carefully review district bylaws for requirements such as written notification, the definition of a quorum and the deadline for completion. The immediate past lieutenant governor will usually preside during the conference.

SUGGESTED AGENDA ITEMS FOR DIVISION COUNCILS CONDUCTED THROUGHOUT THE YEAR

- Progress report on club, division and district goals
- Reports by each club on major accomplishments, upcoming events and current concerns
- Promotion of upcoming division, district and Kiwanis International events and projects
- Discussion of membership efforts: Have each club report progress in their invitation and retention of members. Connect clubs needing assistance with stronger clubs in the division and devote a segment of the meeting to sharing ideas and strategies to enhance the quality of the club experience.
- Promotion of upcoming Kiwanis Kids, Builders Club, Key Club, CKI, Aktion Club and Key Leader events and projects
- Brief reports by division appointees (when appropriate)
- Update of division calendar

Governor's official visit

PURPOSE

- A division-wide celebration with the governor, hosted by the lieutenant governor and clubs in the division
- An opportunity for the governor to connect and provide support to club members and leaders in the division

ATTENDANCE

- All Kiwanians in the division are invited to attend. When the schedule and event details are final, encourage clubs to register. It's common for a club to have enough members attending to qualify as an inter-club.
- Club and division leaders traditionally attend a division council meeting before the event.
- Leadership of Kiwanis Service Leadership Programs is also invited (Kiwanis Kids, Builders Clubs, Key Clubs, CKI and Aktion Clubs).
- Invite local media as guests of the division.

PLANNING

Governor's official visits are varied. Some are dinner events with a formal program; some are service projects. Ask the governor if he/she has a preference. Remember, this is an opportunity for them to connect with the clubs in your division and celebrate accomplishments in key areas such as membership and club-opening efforts, fundraising, and community impact. So create an event that best accommodates the purpose.

While you are lieutenant governor-designate, establish a special division committee to plan and carry out all arrangements. Meet with this committee to determine specific obligations and timeframes. Follow up regularly to make certain all deadlines are met.

The event committee will:

- Plan the budget. Determine all expenses, including guests' meals, and establish per-club or per-person cost. Make certain all expenses will be covered.
- Establish date with governor. Will the governor's spouse/partner attend? Are district leaders or special guests accompanying the governor? Will the governor be staying overnight? Does the governor want to schedule time for a private meeting with the lieutenant governor? Are there special needs or arrangements? Clarify division financial obligations.
- Determine the specific site, schedule and menu, and sign the contract. Make certain space is sufficient for the event and that room is available for a division council meeting before the event.
- Organize a tentative schedule for the day, including the lieutenant governor's private meeting with the governor, division council meeting, speaking obligations, and special activities for the governor. Send the schedule in advance to the governor for review.
- Confirm speakers, presenters, entertainment, etc.
- Prepare and distribute invitations/registration forms to clubs, special guests and Service Leadership Program clubs.

Depending on the formality of the event, the committee may also:

- Determine a specific program agenda for the dinner, including introductions, speakers, governor's address, entertainment, special recognitions and presentations. The agenda should be timed. Involve other members of the Kiwanis family in the program/event as appropriate.
- See that all introductions, recognitions and presentations are prepared. Organize the head table and all needed materials and equipment (place cards, centerpieces, lectern, gong, gavel, banners, flags, signs, name tags, sound system, etc.).
- Develop and produce printed programs (if applicable).

Suggested agenda

An official visit to a division provides a governor with an outstanding opportunity to work directly with club leaders, to provide information, motivate and gain feedback.

For those events that have a formal program, here is a suggested agenda:

1. Call to order by lieutenant governor
2. Invocation (optional)
3. Introduction of district officers and district chairmen present
4. Roll call of clubs
5. Introduction of governor (who presides from this point on)
6. Relation of the division to district goals
 - a. Service
 - b. Membership
 - c. Club opening
 - d. Aktion Club , CKI, Key Club, Builders Club and Kiwanis Kids club opening
 - e. Attendance at Kiwanis International convention
 - f. Attendance at district convention and events
7. Review of the status of clubs in the division
 - a. Membership strengthening and club opening
 - b. Activities completed or in progress
 - c. Discussion of plans for coming months
8. Status of CKI, Key Club, Builders Club, Kiwanis Kids and Aktion Club
 - a. Cooperative effort and supervision by sponsoring clubs
 - b. Assistance needed by clubs (Service Leadership Programs)

9. Assistance needed by clubs
 - a. Administration concerns
 - b. Fundraising
 - c. Young Children: Priority One
 - d. CKI, Key Club, Builders Club, Kiwanis Kids and Aktion Club
 - e. Other service areas (community and youth services, human and spiritual values)
 - f. Public relations
 - g. Club meeting programs (program sharing)
 - h. Kiwanis education
10. Upcoming events
 - a. Club
 - b. Division
 - c. District
11. The district looks to the days ahead
 - a. Comments by the governor on strengths and opportunities
 - b. Discussion on how the clubs and division leadership can help
12. If relevant, allow time on the agenda for the election of a new lieutenant governor and lieutenant governor-elect. See district bylaws for proper process.
13. Adjournment

Club president education

PURPOSE

To prepare the incoming club presidents to successfully carry out their responsibilities

PEOPLE RESPONSIBLE

A certified instructor has been selected by your district and educated by Kiwanis International to facilitate this education program in each division. The incoming lieutenant governor coordinates date, location, invitations and other logistics.

WHO ATTENDS

Incoming club presidents and the incoming lieutenant governor. Those who are absent from the education session are encouraged to complete the requirement through the online education course at www.KiwanisOne.org/cle. If possible, the incoming leader may also attend a makeup session with the certified instructor or at the district convention if it is offered at that event.

TIMEFRAME

The classroom session should be conducted in April, May or June. Any makeup sessions or online course completions should be completed before October 1.

RESOURCE MATERIALS

- Club president education instructor guide
- Club president education participant workbook
- Other information and materials from your district

EQUIPMENT NEEDED

The instructor may need an easel pad and markers, an LCD projector and a screen.

SETUP

The ideal setup for maximum participation is an arrangement of tables so participants face each other, encouraging interaction.

PLANNING

- Determine date, time and location with your Kiwanis certified instructor.
- Arrange a planning meeting with the certified instructor at least three to four weeks before the session to discuss the topics to be covered and the role of the lieutenant governor in the agenda. The certified instructor will take the lead, however there may be opportunities for you to be involved.
- Send invitations to the incoming club presidents and request an RSVP at least one month before the education session.
- Make follow-up telephone calls to the invited attendees one week before the education session.

Resources

Lieutenant governor's monthly checklist

March–May (before your term of office)

- Plan to attend the lieutenant governor education conference.
- Become familiar with your district website. Look for the most current district policies and bylaws. Verify dates, times and locations of significant events and finalize plans to attend.
- Request names and contact information of incoming club presidents and secretaries in the division.
- Appoint members of the division leadership team and create a team roster. Include each incoming club president and secretary, appointments, your predecessor and successor (if known). Forward a copy of the roster to the district office and each team member.
- Contact the certified instructor in your division to coordinate the site, date(s) and time for club president education. Classroom education sessions are encouraged in April, May or June.
- Introduce yourself to your Circle K International and Key Club counterparts who were elected in February, March or April.
- Make plans to attend Kiwanis International and district conventions.

June (before your term of office)

- Contact each incoming club president in the division. Encourage them—as well as other members of their club leadership teams—to attend the education available for their position either through a classroom or online course prior to October 1. This is especially important for club presidents and club secretaries but courses are also offered for board members, committee chairmen and many other leaders.
- Join the current lieutenant governor as he or she visits clubs to begin your preliminary evaluation. (See page 83 for more details.)
- Meet with your division membership team to discuss plans for the coming year. This team includes the certified club opener and the certified club counselors.
- Identify a new-club site and key dates for inviting new members.
- Attend the Kiwanis International convention. Encourage attendance from incoming club presidents, secretaries and division leadership team.
- Plan your division council meetings, monthly or at least one per quarter.

July (before your term of office)

- Make an effort to get to know each incoming club president in the division. Perhaps invite them to a dinner to get to know you and each other.

August (before your term of office)

- Ask each president-designate to make a commitment to sponsor a new member during the month of October.
- Complete your site survey for a new club and submit the case for a new club to the governor at your district convention.

September (before your term of office)

- Invite and sponsor a new member for induction into your club. Schedule an induction ceremony in October to demonstrate your emphasis on membership.
- Review your notes from district convention and devise an implementation plan for programs that will benefit your clubs.
- Start working on your division action plan, including the division membership plan.
- Request details about installation events from clubs in your area and consider attending.

October–September

For every month:

- Review each club's monthly report and look for opportunities to celebrate accomplishments and offer support.
- Communicate with each club president.
- Compare available information to the division action plan to ensure goals are on track.
- Review the progress of the club-opening team.
- Review the progress of club counselors appointed to struggling clubs.

For every quarter:

- Conduct a division council meeting. Refer to pages 87–88 to help you create an agenda that accomplishes your purpose.
- Visit clubs in your division.

October

- Review the annual goals for each club. Based on these goals, complete your division action plan, including the division membership plan, and submit it to the governor.

November

- Promote Kiwanis Family Month, Kiwanis International Foundation Week, Key Club International Week and Key Leader weekends.

January

- Make plans to attend the Kiwanis International convention. Encourage club members in your division to do the same. Check www.kiwanis.org/convention to ensure you register when the rates are best.

February

- Invite all potential candidates for lieutenant governor-elect to discuss responsibilities and duties of this position.

March

- Schedule the division elections at the next division council meeting. The past lieutenant governor is encouraged to chair this portion of the meeting. Review district bylaws for requirements such as written notification, the definition of a quorum and the deadline for completion.

April

- Plan to attend the upcoming district convention. Some districts start in May.
- Encourage members to attend and send delegates to the district convention.

May

- Arrange a time to meet with the lieutenant governor-designate in June, following his or her attendance at the lieutenant governor education conference.

June

- Encourage clubs to attend and send delegates to the district convention.
- Meet with the lieutenant governor-designate and offer support.
- Attend the Kiwanis International convention.

July

- Plan to attend the upcoming district convention.
- Review the progress of the club-opening team, if a club is not yet completed.
- Review the progress of club counselors appointed to struggling clubs.

August

- Attend your district convention.
- Follow up with clubs to ensure a strong finish to the end of the Kiwanis year.

September

- Meet with your successor to ensure a smooth transition from one lieutenant governor to the next.

October (following your term of office)

- As immediate past lieutenant governor, serve as chairman of the division elections. Review district bylaws for requirements such as written notification, the definition of a quorum and the deadline for completion.

Congratulations on your year of success!