



Kiwanis International's Strategic Plan

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What is a strategic plan?

Think of a strategic plan as an organization's road map: You can choose the roads you want to take, and the strategic plan ensures you reach your destination — your goals.

Kiwanis International's strategic plan is designed for each district and club to use as a guide for creating their own plans and choosing their own paths toward accomplishing common goals. The plan focuses on four goal areas — or priorities — that will help clubs, districts and our overall organization thrive for years to come as a positive force for good in the world.

KEY CONCEPTS

Focus on clubs

Our primary focus must be support for our member clubs — because the clubs are central to our success. They are the reason we exist. In everything we do, we must prioritize our communication with and support of our clubs. And most importantly, the creation of new clubs everywhere increases the Kiwanis impact, enhances the global brand and reduces the shared cost.

Kiwanis community

A local network of Kiwanis family clubs, supporters, donors and alumni, for-profit and not-for-profit organizations, and others including governments, educational institutions and others that work together under the Kiwanis name to deliver meaningful and impactful service for youth and children to the defined local community.

Our global network of service

The worldwide grouping of traditional Kiwanis family organizations and clubs, non-traditional Kiwanis members, supporters, donors and alumni, and other for-profit and not-for-profit organizations that have united under the Kiwanis name to deliver meaningful and impactful service for youth and children to communities of the world.

Signature project

An annual or recurring, significant, high-impact, high-visibility project within a community that is planned and executed by Kiwanis and its network that defines Kiwanis in the community and benefits youth and/or children.

Service leadership programs as partners

The Kiwanis Service Leadership Programs clubs and members, including Aktion Club, Builders Club, Circle K International, K-Kids and Key Club International, not only as service programs of Kiwanis, but as full-fledged partners in service as part of the global and community Kiwanis networks.

OUR GLOBAL NETWORK

Kiwanis' global network is larger than clubs and members. It is the worldwide grouping of traditional Kiwanis family organizations and clubs, non-traditional Kiwanis members, supporters, donors, alumni and other for-profit and not-for-profit organizations that have united under the Kiwanis name. Together, we become an undeniable force for good in our communities. We are better connected and more capable of delivering meaningful and impactful service for youth and children to communities of the world. That means stronger communities that nurture their children. That means a bigger impact in the world.

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OUR MOTTO

Serving the Children of the World.

OUR DEFINING STATEMENT (OUR MISSION)

Kiwanis is a global organization of volunteers dedicated to improving the world one child and one community at a time.

OUR VISION STATEMENT

Kiwanis will be a positive influence in communities worldwide...so that one day, all children will wake up in communities that believe in them, nurture them and provide the support they need to thrive.

OUR VIVID DESCRIPTION

Kiwanis' global network includes a dynamic family of clubs, individual supporters, alumni, donors, NGO (non-government organization) partners and corporate sponsors. Every community around the world has an opportunity to participate in or benefit from a Kiwanis experience. Based upon a legacy of service to youth and children, this global network is dedicated to building community and improving lives by providing opportunities for service, fellowship, leadership and philanthropy according to local needs, cultures and member interests.

ORGANIZATIONAL ALIGNMENT

The Kiwanis Children's Fund exists to support Kiwanis International's strategic priorities by a) building sustainability through an endowment, b) increasing donors and donations through annual giving and c) building philanthropy and philanthropic competency throughout the organization.

Kiwanis Youth Programs exist to deliver Kiwanis-branded youth leadership, citizenship and service programs for children, adolescents and teens to and through the Kiwanis Global Network of Service.

Circle K International exists to deliver Kiwanis service and leadership programming to and through clubs on university and college campuses across the globe.

Kiwanis districts exist to support Kiwanis International and its member clubs through growth and education of existing clubs and expansion of Kiwanis clubs into new communities.

Other Kiwanis subsidiaries and affiliates can be created to improve organizational efficiency, meet the ever-changing legal requirements and standards in different countries and regions, and deliver Kiwanis closer to the clubs.

Kiwanis International's strategic plan

Think of a strategic plan as an organization's road map: You can select the roads you want to take, but the strategic plan ensures we reach our destination — our goals. Our strategic plan guides each district and club to create and update their own plans and choose their own paths toward accomplishing common goals in the following areas of priority.

MEMBERSHIP and ENGAGEMENT

Build, retain and support a growing Kiwanis membership network.

Strategies:

- Focus responsibility and accountability for growth to officers of Kiwanis International, its subsidiaries and its districts.
- Prioritize membership growth and retention for existing clubs.
- Institutionalize new club growth in every division of every district.
- Improve the club experience.
- Maximize the use of technology for new and existing members.
- Keep former members engaged as supporters and donors.
- Expand successful SLP programs for growth.

LEADERSHIP and EDUCATION

Develop competent, capable, caring leaders across the Kiwanis family.

Strategies:

- Assess all district and Kiwanis International leadership positions, modernize roles and responsibilities to address future organizational needs.
- Assess current educational components and realign future offerings and delivery systems to accomplish organizational priorities and goals.
- Create resources and pathways for future and emerging leaders throughout the organization.
- Make necessary governance structure changes and allocate adequate resources to implement all improvements.
- Invest in a major leadership and education initiative.

COMMUNITY IMPACT

Perform meaningful service, with service to children as our priority.

Strategies:

- Continue to focus on signature projects as a key for effective and impactful community service in Kiwanis communities.
- Continue to encourage active support of Kiwanis Service Leadership Programs by all Kiwanis clubs everywhere.
- Continue to utilize the Kiwanis Children's Fund and all Kiwanis foundations everywhere to fund Kiwanis signature projects and Kiwanis-branded service.

BRANDING and IMAGE

Enhance the Kiwanis image and brand worldwide.

Strategies:

- Continue to unite the Kiwanis brand for Kiwanis clubs, districts, foundations, subsidiaries and affiliates.
- Continue to build branding and marketing strategies to prioritize membership growth.

FINANCIAL VIABILITY

Ensure financial viability and responsible stewardship.

Strategies:

- Streamline and improve efficiency in all financial operations.
- Improve cost-effectiveness in all aspects of operations.
- Continue to expand existing and develop new non-dues revenue sources.
- Continue to grow the Kiwanis Children's Fund and endowment.
- Maximize performance of our investment portfolios.

Your club's strategic plan

Your club should have a strategic plan in place, but it is important to revisit and revise it over time. Creating or revising your club's strategic plan is a group effort. Your club officers, board of directors, and few committed members need to work together to create a plan which will help your club thrive for years to come. Your strategic plan committee should be diverse in background, experience, age, gender, talents, and views.

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Club strategies

How will you accomplish the strategy?

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Signature projects

Signature projects are important for the future of Kiwanis, as they can elevate awareness of Kiwanis in local communities, build member loyalty through project engagement, provide high-impact service and maximize community resources. Additionally, signature projects can increase membership and member engagement through high-impact community events. Consider how your club can incorporate potential new members into your next signature project.

Overall, a good question to ask when identifying a signature project is: "What community activity or event is my club known for and does it adequately represent the club?"

CRITERIA

A signature project is one that includes all of the following criteria:

- **Membership-focused.** The project should support opportunities to strengthen membership and develop new partnerships.
- **Recurring.** At a minimum, the project should take place annually or be set up to recur at regular intervals.
- **Brand-enhancing.** The project should elevate the brand identity of Kiwanis in the local community with opportunities for public relations activities such as Kiwanis naming rights, media inclusions, branding, etc.
- **High-impact.** The project should have a demonstrable positive impact on the community. This impact should be measurable in monies raised, children served, flags hung, playgrounds built, etc.

SIGNATURE PROJECT BEST PRACTICES

Step 1: Choose a project to benefit kids

Select a project that will last for years to come and that your Kiwanis club will be known for throughout the community.

Step 2: Bring your project to life

Now that your club has selected a project, it's time to start.

Step 3: Work with our partners

Kiwanis has created partnerships that align with our mission and preserve the trust of our members and communities.

Step 4: Get budget-boosting help

Use resources that help clubs save money and stretch their dollars. There's a large selection and a little bit of everything at [kiwanis.org](https://www.kiwanis.org).

Step 5: Report your success

Reporting qualifies clubs for special recognition and helps Kiwanis form more partnerships in support of signature projects.

ANNUAL SIGNATURE PROJECT CONTEST

From playgrounds and parks to festivals and fundraisers, signature projects are the hallmarks of what Kiwanis clubs are known for in their communities. Kiwanis International hosts an annual Signature Project contest to recognize clubs for the creative, engaging and impactful community fundraisers or service projects they conduct on an annual basis. The top 10 club projects are selected from the hundreds of entries received each year with the final three receiving recognition and awards at the Kiwanis convention each year.

Check out the signature project toolkit at [kiwanis.org/signature](https://www.kiwanis.org/signature) for corresponding resources and guides at each step. For the most up-to-date list of partnerships and news, visit [Kiwanis.org/partners](https://www.kiwanis.org/partners).

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Your club is part of something big. Kiwanis is a global organization with clubs in more than 80 countries — and it's a global brand that every Kiwanis club and every Kiwanis member shares. When you're promoting your club in your community, be sure you're using the most current Kiwanis International branding. That way, everything you do will also support your fellow Kiwanians and their clubs around the world. The more we share our brand, the more we can do for children in our own communities and around the world.

You can find resources to support your club's public awareness efforts at kiwanis.org/awareness. Download Club strategieslogos at kiwanis.org/logos and our latest brand guide at kiwanis.org/brandguide

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Service Leadership Programs

Kiwanis has been sponsoring youth programs since the first Key Club was chartered in 1925. Since then, other programs have been added — including Aktion Club for adults with disabilities — and each has enjoyed tremendous growth. Around the world, these Service Leadership Programs (or SLPs) have become core projects of sponsoring Kiwanis clubs. Each SLP belongs to one of two categories: service clubs or programs/initiatives.

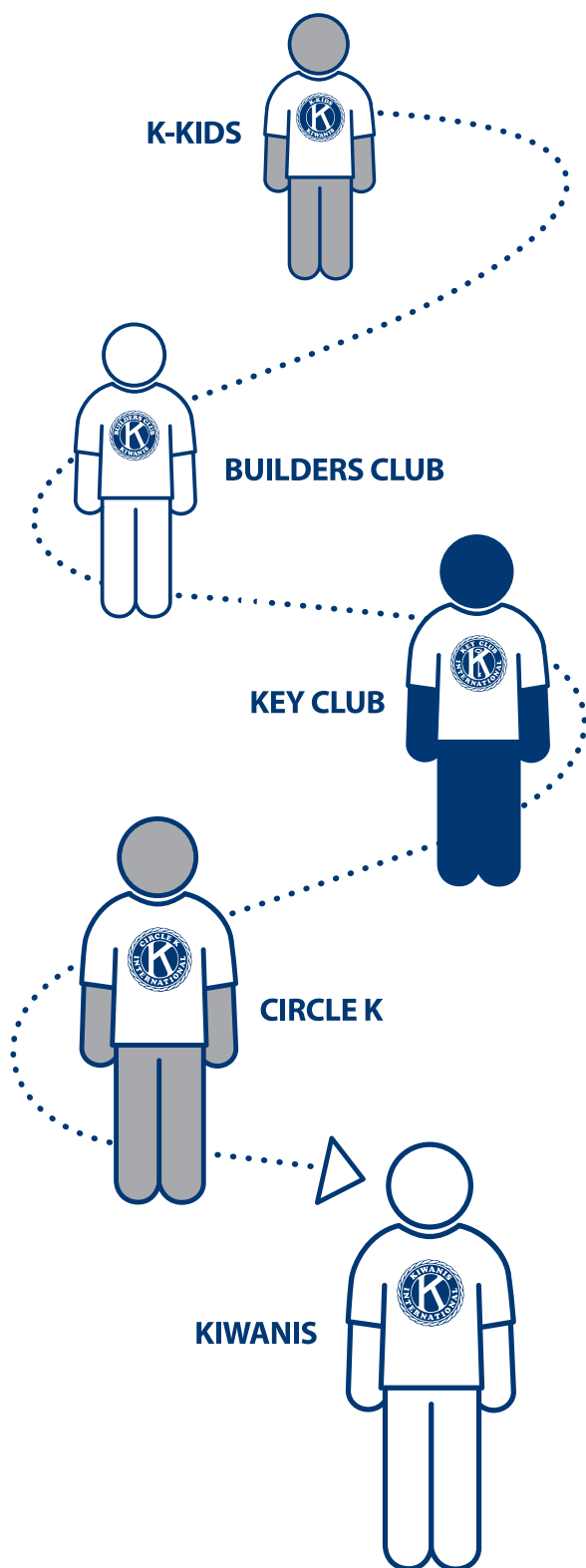
SERVICE CLUBS

	EST.	MISSION	STATS	NOTES
Aktion Club Adults (18 and older) who have a disability	1987	To provide adults with disabilities an opportunity to develop initiative, leadership skills and to serve their communities	11,131 members, 508 clubs, 14 nations	Since this is a club for adults with disabilities; be careful not to identify SLPs collectively as “youth programs.”
Circle K International (CKI) Students enrolled at an institution of higher education	1936	To develop college and university students into a global network of responsible citizens and leaders with a lifelong commitment to service	11,053 members, 495 clubs, 18 nations	CKI is governed by a student board comprised of current members
Key Club High school students ages 14–18	1925	Key Club is an international, student-led organization providing its members with opportunities to perform service, build character and develop leadership.	251,132 members, 5,235 clubs, 40 nations	Key Club is led by a student board of current members.
Builders Club Middle school students ages 11–14	1975	Builders Club is an international, student-led organization providing members with opportunities to perform service, build character and develop leadership.	46,000 members (estimated), 1,541 clubs, 18 nations	Currently, Kiwanis tracks the number of clubs worldwide with corresponding estimates of membership numbers.
K-Kids Elementary school students ages 6–12	1990	K-Kids is an international, student-led organization providing members with opportunities to perform service, build character and develop leadership.	36,000 members (estimated), 1,441 clubs, 25 nations	As with Builders Club, Kiwanis tracks the number of clubs worldwide, with corresponding estimates of membership numbers.

PROGRAMS/INITIATIVES

Key Leader	Key Leader is a experiential leadership program for students ages 14-18. The curriculum focuses on "service leadership" and has modules on five major principles: integrity, personal growth, respect, community and pursuit of excellence. The experience includes full group sessions led by a trained lead facilitator and small discussion groups called "neighborhoods." A challenge course of team-building activities is also a featured component. Since 2005, there have been more than 30,000 graduates around the world. A team of Kiwanis volunteers from the district coordinates marketing and on-site logistics and generates financial support for students to attend. That team is led by a district chair and site coordinator (for each event) appointed by the district governor.
Terrific Kids	Terrific Kids is a character-building program that recognizes students for modifying their behavior. The program encourages kids to become the best version of themselves. Participants determine what being terrific means to them, then develop their own goals and use peer mentoring to hold themselves accountable for the actions they take each week. When a participant achieves their goal, they're honored for being a Terrific Kid.
Bring Up Grades (BUG)	Bring Up Grades, or BUG, recognizes elementary students who raise their grades or maintain good grades from one grading period to the next. Students are motivated to excel because they set their own goals and participate in peer mentoring, which involves their classmates in their success. When they reach their goals, the entire class celebrates.





SPONSORSHIP OF A SERVICE LEADERSHIP PROGRAM

The role of the sponsoring Kiwanis club

- Initiates organization of the sponsored club.
- Obtains approval of school officials for its establishment if it is a school-based organization.
- Assists with inviting initial members.
- Schedules the organization meeting.
- Files the Petition for Charter.
- Plans for the Charter Presentation event.
- Provides continuous coordination, counsel, assistance and instruction as agreed to in the sponsorship requirements.

SPONSORSHIP OBLIGATIONS

These guidelines will help you powerfully and positively influence the SLP clubs you lead. (These only pertain to sponsored clubs, not programs/initiatives.)

1. Appoint a Kiwanian or a committee of Kiwanians to be SLP advisors.
2. Attend SLP meetings and events.
3. Maintain an expense line item in the service account.
4. Meet with the school principal or facility manager each year.
5. Ensure all dues and fees are paid.
6. Make sure SLP officers receive proper training.
7. Schedule an annual meeting with Kiwanis and SLP leadership.
8. Host or participate in joint activities.
9. Invite SLP club members to attend Kiwanis meetings.
10. Ensure SLP members are provided training opportunities beyond the club level.

Find sponsorship resources, including an online sponsorship toolkit, at kiwanis.org/advisor.



Kiwanis®

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