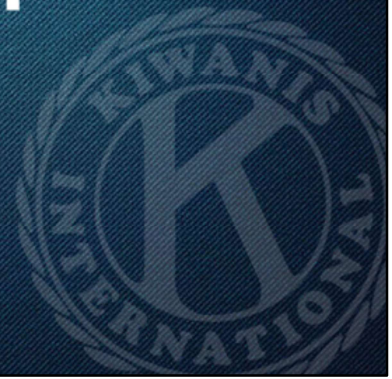


# The Kiwanis International Strategic Plan

*as updated and adopted  
by the board October 2019*





# A brief history



Let us begin with a brief history of how the Kiwanis International strategic plan was developed.  
[CLICK]

In June 2012 consultants began meeting and interviewing board members of Kiwanis International, Kiwanis International Foundation, Kiwanis International European Federation, Asia-Pacific, Circle K, and Key Club International.

Personal interviews, surveys and focus groups with both Kiwanis and non-Kiwanis participants worldwide were conducted to find out what is important in today's world regarding our focus, our delivery and our cause.  
[CLICK]

In 2013 the board began taking all the collected information to create a new vision.  
[CLICK]

The Kiwanis International board approved this new strategic plan in April 2014.  
[CLICK]

Over the next 12-18 months, it was presented to Kiwanis International Foundation/now the Kiwanis Children's Fund, Kiwanis International European Federation, Kiwanis Asia-Pacific, Key Club International and Circle K International boards.  
[CLICK]

Also during 2015 and into 2016, the plan was presented to the governors, governors-elect, and district teams. Kiwanis International continued communication to clubs as they developed and aligned their strategic plans.  
[CLICK]

From 2016 to 2018 the strategic plan continued to be updated as the strategies and supporting tactics were developed and completed by Kiwanis International with yearly review of the plan by Kiwanis International and Kiwanis Children's Fund boards.

*[CLICK]*

During the review of the plan in 2019, it was determined enough of the strategic tasks to support the plan goals were completed to support the updating of the plan. In October 2019, the Kiwanis International Board and the Kiwanis Children's Fund board adopted the updated strategic plan.



# Key concepts

<b>Focus on clubs</b>	Kiwanis clubs are the reason we exist. In everything we do, we must prioritize our communication with and support for them. Most importantly the creation of new clubs everywhere increases the Kiwanis impact, enhances the global brand and reduces the shared cost.
<b>Kiwanis community</b>	A local network of Kiwanis family clubs, supporters, donors and alumni, as well as for-profit and not-for-profit organizations and others (including governments, educational institutions and more) that work together under the Kiwanis name to deliver meaningful and impactful service for youth and children to the defined local community.

## **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.





# Key concepts

## **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 high-impact, high-visibility project within a community that is planned and executed by Kiwanis and its network that defines Kiwanis in the community to benefit youth and/or children.

### **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.



# Key concepts

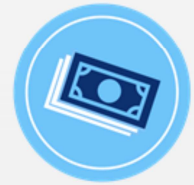
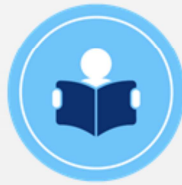
## **Service Leadership Programs as partners**

The clubs and members of the Kiwanis Service Leadership Programs (including Aktion Club, Builders Club, Circle K International, K-Kids and Key Club) are full-fledged partners in service as part of the global and community Kiwanis networks.

### **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.

# The Kiwanis International 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, but 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 to create their own plans and choose their own paths toward accomplishing common goals. The plan focuses on five 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.



# Strategic plan

<b>Motto</b>	<b>Serving the Children of the World</b>
<b>Defining statement (mission)</b>	Kiwanis is a global organization of volunteers dedicated to improving the world one child and one community at a time.
<b>Vision statement</b>	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.

Since 2005 our Motto has been and remains “Serving the Children of the World”.

Our defining statement...Kiwanis is a global organization of volunteers dedicated to improving\* the world one child and one community at a time.

This is how we achieve our purpose... working together.

We believe our worldwide presence is important and needed...now more than ever.

Our vision: 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.





# Strategic plan

## **Vivid description of our future**

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.



# Our global network

Kiwanis' global network is larger than traditional clubs and members.  
United under the Kiwanis name, we are:

- Traditional and non-traditional members.
- Supporters.
- Donors.
- Alumni.
- For-profit organizations.
- Other not-for-profit organizations.

Better connected.

Stronger communities.

A bigger impact in the world.



Kiwanis' global network is larger than clubs and members. We are 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.

[CLICK]

We are better connected and are more capable of delivering meaningful and impactful service for youth and children to communities of the world.

[CLICK]

That means stronger communities that nurture their children.

[CLICK]

That means a bigger impact in the world.



# Organizational alignment

- ✓ The Kiwanis Children's Fund
- ✓ Kiwanis Youth Programs
- ✓ Circle K International
- ✓ Kiwanis districts
- ✓ Other Kiwanis subsidiaries and affiliates

**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.

[CLICK]

**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.

[CLICK]

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

[CLICK]

**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.

[CLICK]

**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.



# The priority areas



Membership and Engagement



Leadership and Education



Community Impact



Branding and Image



Financial Viability

We have centered our efforts in four priority areas.

Our goal today is to educate about the Kiwanis strategic plan so that you can help clubs understand the plan and the direction in which we will move forward in our communities. So let's take a look at this plan in a more detailed way.

What are these common Kiwanis goal areas?

[CLICK]

Membership and engagement

[CLICK]

Leadership and education

[CLICK]

Community impact

[CLICK]

Branding and image

[CLICK]

Financial viability

*All five of these are important and needed at every level. Each priority area supports the other four!*





# Five priorities

## Membership and Engagement



To build, retain and support a growing Kiwanis membership network.

- Focus
- Prioritize
- Institutionalize
- Improve
- Maximize
- Former members
- Expand SLP programs

We can do nothing without members. So let's begin there... with Membership and Engagement

**Goal:** Build, retain and support a growing Kiwanis membership network

Kiwanis inspires and engages men, women, youth, corporations, other nonprofits, partners and communities to make the world a better place for children to thrive. Helping existing clubs grow and introducing new clubs into communities remain the top priority for the organization. Belonging to Kiwanis means being part of a massive force for positive change in the world.

This means opening more clubs, growing existing membership, strengthening the club experience, etc.

To support this goal, Kiwanis International's strategies are:

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

What is the goal in your district? What is the goal of your club?



# Five Priorities

## Leadership and Education

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



- Assess positions and needs
- Assess education
- Create resources
- Make necessary changes
- Invest

**Goal:** Develop competent, capable, caring leaders across the Kiwanis family

A strong leadership pipeline of current and future leaders is essential for the entire organization to accomplish its mission. The leadership development and education infrastructure must be redesigned and reconstructed. Strong leaders mean strong clubs, strong districts and a strong worldwide movement.

To support our Leadership and Educations goals, Kiwanis International's strategies are:

- Assess all district and KI leadership positions, modernize roles and responsibilities to meet future needs
- Assess current educational components and realign future offerings and delivery to accomplish goals
- Create resources and pathways for future and emerging leaders
- Make necessary governance structure changes
- Invest in a major leadership and education initiative



# Five Priorities

## Community Impact

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



- Focus on signature projects
- Active support of Kiwanis Service Leadership
- Kiwanis-branded service

Priority: Community Impact

Our strategic plan is like a puzzle, it takes many pieces in the right place to give you the picture you want. We've looked at membership and engagement. Let's take a look at our next priority area, community impact.

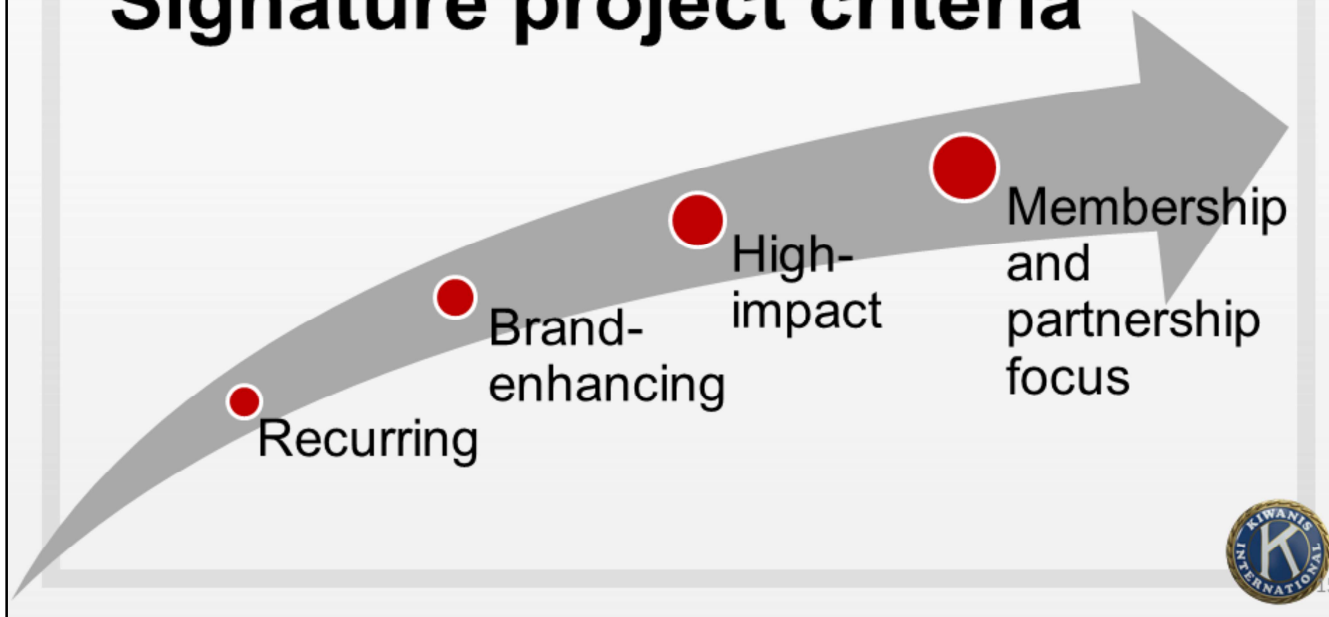
**Goal:** Perform meaningful service, with service to children as our priority

Kiwanis is best expressed through meaningful service in communities around the world. Since the inception of the organization, meeting the needs of children and developing youth leaders has been what Kiwanis clubs do best. When we work together and with other organizations to address important needs for children. We change lives, build stronger communities and in doing so, improve our own lives.

To support the Community Impact goal, our strategies are:

- 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.

# Signature project criteria



Signature projects are important for the future of Kiwanis, because they can elevate awareness of Kiwanis in local communities and of course put a spotlight on the impact we make.

- Recurring, brand-enhancing, high-impact—as well as membership- and partnership-focused.
- These are the keys to creating a successful signature project.

Again, a signature project is one that includes all of the following signature project criteria *CLICK*:

1. **Recurring:** At a minimum, the project should take place annually. *CLICK*
2. **Brand-enhancing:** The project should be designed to elevate the Kiwanis brand in the local community with opportunities for public relations activities, such as Kiwanis naming rights, media mentions, etc. *CLICK*
3. **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. *CLICK*
4. **Membership focused:** The project should support opportunities to strengthen membership and develop new partnerships. *CLICK*

It is crucial that all four are taking place.

**TIP:** A good question to ask when identifying a signature project is “what community activity or event is my club known for?”





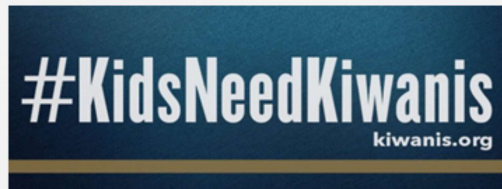
# Five Priorities

## Branding and Image

Enhance the Kiwanis image and brand worldwide.



- Unite the Kiwanis brand
- Branding and marketing



### Priority: Branding and Image

Kiwanians are the most effective “advertisements” for Kiwanis. We represent our image in living color, wear our brand and share our message with the world. The common factor is the name. Building strength as one Kiwanis and being seen as one visible organization to the public in all markets is vital. That is why it is important to maintain standards when it comes to brand guidelines and messaging. Additionally, it is crucial to empower members and clubs worldwide with the training and tools they need to share Kiwanis’ story as one, unified voice.

Our goal is to enhance the Kiwanis image and brand worldwide. Let’s spread the word about the good work we do.

What is the Kiwanis image? Our image is anything people think or feel about us when they see our logo, our wordmark, hear our name or see a Kiwanian in action. It’s a reflection of who we are, how we act, what we say, what we print, how we respond. Everything we think, say and do creates our Kiwanis image. It’s what differentiates us from other people and other organizations.

To continually achieve our branding and image goal, Kiwanis International needs to:

- 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.



# Five Priorities

## Financial Viability

Ensure financial viability and responsible stewardship.



- Financial efficiency
- Cost-effectiveness
- Non-dues revenue sources.
- Grow the Kiwanis Children's
- Investment portfolios.

And our final priority: Financial Viability. Financial viability means being good stewards of time, talent and treasure.

Our goal is to ensure financial viability and responsible stewardship. That's a tall order at every level of the organization, but that ongoing commitment to strong financial management has served the organization well.

Kiwanis International's strategies to achieve this priority goal are:

- Streamline and improve financial efficiency in all 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.

Kiwanis does amazing work in the world. In addition, being able to demonstrate good stewardship in every part of the organization is essential, and the organization has continued to meet overall financial and operational goals each year. When we make wise financial investments, find opportunities to turn profits into service, combine our financial and volunteer resources, create efficient structures and make processes easy and affordable, we can build our capacity to do even more for the children of the world.



So here you have it,  
[CLICK]

Kiwanis International's strategic plan.  
Where all the priorities converge.  
This is where Kiwanis becomes the catalyst for positive community change.  
[CLICK]

This is where the magic happens.

When we connect and collaborate with schools, hospitals, government, other nonprofits, corporations, foundations and others, Kiwanis—and the service we can provide to children—becomes an undeniable force for good in our communities.  
[CLICK]

That means a bigger impact in the world. That means stronger communities that nurture their children.  
[CLICK]

And kids need Kiwanis.



# Questions

