

**2024-25**

# GOVERNOR-ELECT WORKBOOK



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# LET'S GET CONNECTED!

Dear 2025-26 district governors,

There is no better way to come together as a team than face to face. The stronger our bond, the greater impact our service will have on our organization, our communities and the children we serve. We are excited to see you in Indianapolis for what will prove to be a unique training experience.

This workbook will be a valuable resource for us throughout our term. Keep it handy and refer to it often — it is packed full of wonderful material designed to help us all succeed as memorable servant leaders.

It is incumbent on us all to lead by example — to motivate, to inspire and to empower our membership at all levels, so that our organization will grow and our impact will be felt worldwide.

Let's remember that great leaders create more leaders. Through our positive experiences and relationships, our accomplishments and enthusiasm, we can create the magic of membership that illuminates the globe.

Lastly, remember our mentors — those who have given their most valuable resource, their time, to help us along the journey of life that has brought us all here today. We all still need them, and we should all aspire to be mentors for others.

Let's get together and stay together. I'm looking forward to building our team.

Sincerely yours,

Michael Mulhaul  
2024-25 President-elect  
Kiwanis International

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# Learning objectives

By completing these activities, participants will be able to:

- Demonstrate understanding of the importance of membership and engagement to the future of the organization, as well as the governor's role in the process.
- Explain the relevance of the Kiwanis International strategic plan, district strategic plan and club strategic plan.
- Develop or refine a district strategic plan and monthly benchmarks.
- Demonstrate a working knowledge of resources and how to apply them to your district in five strategic priority areas.
- Articulate the importance of our Service Leadership Programs as partners in service.
- Demonstrate knowledge of future plans for the Kiwanis Children's Fund.
- Demonstrate the need to create a consistent image of Kiwanis through all communication.
- Understand the basics of proper stewardship and district financial management.
- Identify the role of the governor in the success of the district.
- Understand the importance of leading by example and holding others accountable.
- Help club leaders deliver value for the Kiwanis member experience.



# GOVERNOR POSITION DESCRIPTION

Leads the district by establishing and implementing organizational goals, developing and leading a strong district leadership team, communicating the vision/messages of the organization to the members in the district and aligning members by motivating and inspiring them to take action.

## QUALIFICATIONS

A proven leader with the ability to:

- Communicate the vision.
- Focus energy on the objectives.
- Empower and influence others.
- Motivate and inspire volunteers.
- Lead by example.
- Delegate to staff and volunteers.
- Build relationships.
- Facilitate change.

## DUTIES

- Supports the Kiwanis strategic plan developed by the Kiwanis International Board and the plan developed by the district as approved by the appropriate governing body.
- Is accountable for meeting the goals for the district.
- Appoints the district committees/chairs and key positions as defined in Kiwanis International Procedure 220.2.
- Is responsible for illustrating the value of Kiwanis membership throughout the district. Value can be observed through service, marketing, member development, meaningful engagement, service leadership programs and fun.



# Role of the governor

Your most important responsibility is to grow your district by opening clubs, attracting new members and retaining existing members. The first step: Establish a strong district leadership team.

Before you build your team, take a look at Procedure 220, which lists standing district committees that require an appointed chair. While most of these positions are appointed by the governor, a few positions are multi-year opportunities. Your district may have its own unique committees and chair positions. Check your district bylaws and policies for details.

## STANDING DISTRICT COMMITTEES

- |                                    |  |
|------------------------------------|--|
| • Bylaws and policies              | • Key Club**                           |
| • District convention              | • Key Leader*                          |
| • Finance                          | • Leadership development and education |
| • Human and spiritual values*      | • Service                              |
| • Kiwanis International convention | • Resolutions                          |

## KEY POSITIONS

These are some of the multi-year key positions within each districts, and some position names may vary slightly by region:

- Membership coordinator (three-year term)\*\*
- Risk manager (three-year term)\*\*
- Youth protection manager (three-year term)\*\*
- Leadership development coordinator (three-year term)
- Public relations coordinator (three-year term suggested)\*\*
- Service Leadership Programs district administrators (appointed annually)
- Database manager (Europe)

*\*In districts where appropriate.*

*\*\*Position that receives education directly from Kiwanis International.*



# STRATEGIC PLAN



# STRATEGIC PLAN

Are you prepared to lead your district? We must plan now to ensure that Kiwanis — and most importantly, the children and communities we serve — flourish long into the future. That's why we developed and continue working on the Kiwanis strategic plan.

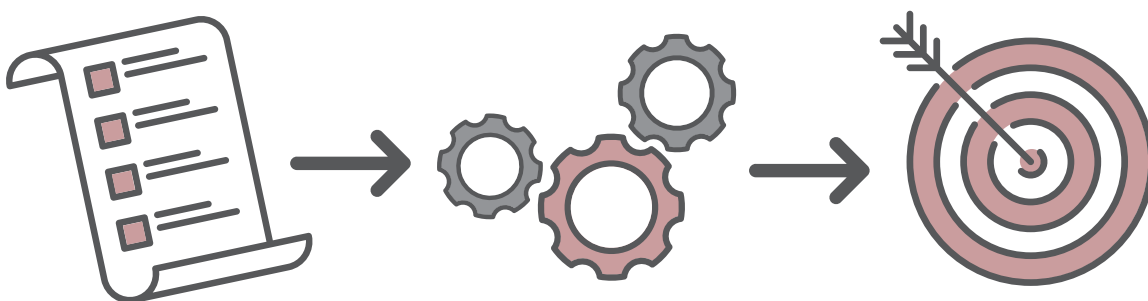
## WHAT IS A STRATEGIC PLAN?

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' 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 our common Kiwanis goals. The plan focuses on five goal areas — or priorities — that will help clubs, districts and our overall organization thrive for years to come:

- Membership and engagement.
- Leadership and education.
- Community impact.
- Branding and image.
- Financial viability.

On the next few pages, you'll find key information about Kiwanis International and our five strategic priorities.



# Our global network

Kiwanis' global network is larger than clubs and members. When we connect and collaborate with schools, hospitals, government, other nonprofits, corporations, foundations and others, Kiwanis becomes a powerful force for good. That means stronger communities that nurture their children. And *that* means a bigger impact in the world.

## MOTTO

Serving the children of the world.

## DEFINING STATEMENT

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

## VISION STATEMENT

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

## OUR VIVID DESCRIPTION

Our **global network** includes a dynamic family of clubs, individual supporters, alumni, donors, non-governmental organization (NGO) 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.



## Membership and engagement

## GOAL

Build, retain and support a growing Kiwanis membership network.



## IN WHAT WAYS CAN MY DISTRICT SUPPORT THE GROWTH OF KIWANIS?



## Leadership and education

Develop competent, confident and caring leaders across the Kiwanis family.



## HOW CAN I ENSURE THAT ALL CLUB, DIVISION AND DISTRICT LEADERS FEEL CONFIDENT IN THEIR ROLES?

**STRATEGIC PRIORITY****Community impact****GOAL**

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

**HOW CAN THE DISTRICT HELP CLUBS HAVE A MORE SIGNIFICANT IMPACT WITHIN THEIR COMMUNITIES?**

## STRATEGIC PRIORITY

# Branding and image

### GOAL

Enhance the Kiwanis image and brand worldwide.

## HOW CAN MY DISTRICT HELP CLUBS SHARE THE STORY OF THEIR IMPACT?

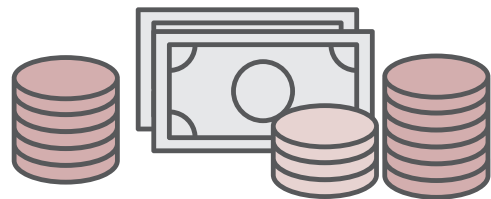




## Financial viability

Ensure financial viability and responsible stewardship.

# STRATEGIC PLAN

An illustration of money located in the bottom right corner of the page. It features three stacks of reddish-brown coins of varying heights and a single light blue banknote with a circular emblem in the center, partially overlapping the stacks.



# MEMBERSHIP & ENGAGEMENT

# MEMBERSHIP AND ENGAGEMENT

## GOAL

Build, retain and support a growing Kiwanis membership network.

Kiwanis membership means being a part of a massive force for positive change in the world. As governor, your responsibilities include helping clubs within your district.

## CURRENT INITIATIVES

By strengthening the vitality of your district, you strengthen the vitality of Kiwanis International. As Kiwanis International implements its continuing initiatives, the tactics and strategies of your district plan must continue to support membership and engagement. Your responsibilities include helping your divisions maintain or increase their membership, opening new clubs and increasing morale within the district.

## KEY MESSAGES FOR YOU TO SHARE

**More Kiwanis club members means a bigger impact in the lives of kids in our communities.** And that's more important than ever. Clubs need to stay current with the needs of the community — successful service projects 10 years ago may no longer be relevant or may not meet the current needs of kids.

**All members should commit to inviting friends, colleagues, family members and others to join our efforts to serve children.** Two For Two is a proven membership initiative that offers ideas, suggestions and advice on adding new members to clubs. Data from the program indicates that clubs using Two For Two grew twice as much as clubs that added members but did not use Two For Two. New members bring new ideas, new connections and new ways to help communities.

**Club coaches are available.** Coaches provide support and nurturing for clubs that are struggling for any reason, including dwindling membership or a lack of focus.

**To grow membership, we need to open new clubs and strengthen existing clubs.** Kiwanis is committed to opening more than 300 clubs every year in communities around the world to help children who are underserved and marginalized. Our districts play a key role in meeting that goal.

**Every prospective member needs to understand the value of membership — especially in a dues-based organization.** Kiwanis clubs allow members to develop leadership skills that help improve careers, communities and relationships. Clubs provide a place to network with other community leaders. Members are not just a part of their club — they belong to a global organization of thousands of clubs committed to changing the world, one child and one community at a time.

[kiwanis.org/district-governor](https://kiwanis.org/district-governor)

[kiwanis.org/club-toolbox](https://kiwanis.org/club-toolbox)

[kiwanis.org/two-for-two](https://kiwanis.org/two-for-two)



## BEST PRACTICES TO ENCOURAGE DISTRICT GROWTH

- **Think hard about who will lead the effort.** You need someone with strong motivational, planning and delegation skills. (For more information on the district membership coordinator position, see the job description on page 27). This person will help you plan for growth, develop a team, track progress and roll up their sleeves to help in the field.
- **Develop a teamwork mentality.** You need everyone working together to promote a stronger future, and you need to make sure to promote that mentality.
- **Talk about Kiwanis everywhere, all the time.** All district positions need to focus on growth and how it will benefit your district. For example: public relations coordinator, finance committee, lieutenant governors, leadership development coordinator, and the like.
- **Celebrate successes in membership, no matter how small, everywhere you go.** For some clubs, even a guest is a reason to celebrate.
- **Share successes in membership with your district.** Every club's good news can motivate further successes.
- **Promote club rejuvenation and relevance when speaking at district, division and club events.** Club membership should be representative of the community demographics. Projects should meet the ever-changing needs of the children in the area.
- **Look at your district events as celebrations.** Focus those celebrations on strengthening the district.
- **Create contests for membership.** It doesn't have to be costly. In fact, it can involve cost-free rewards such as reserved seating at district events or mentions on the website or in the newsletter. Consider it an opportunity to message around growth without *lecturing* about growth.
- **Start the year leading by example.** Bring in a new member and assist on a new club opening site. Wins in the first quarter will create momentum for the rest of the year.
- **Make membership an action item at board meetings and on leadership calls.** It's your most important priority, so show others that it is.
- **Emphasize membership and new club opening in September and October.** These are the top two months for bringing in new members. Work with the preceding governor (and late in the year, the one who follows you) to make membership and new club opening a strong message leading up to and during these months.
- **Invite clubs with net membership growth to share tips.** Use district events and communication channels to offer ideas and spread the message.
- **Be flexible.** Leadership is also about perseverance, not just constant success. Be ready to adjust your tactics when you aren't getting the results you need.



# CLUB OPENING

## GOAL WORKSHEET

NUMBER OF NEW CLUBS TO BE OPENED	TARGET CLUB OPENING GOAL			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4

DESIRED NUMBER OF NEW CLUBS	HOW MANY CLUBS CAN WE DEFINITELY OPEN?	DIFFERENCE

HOW CAN KIWANIS STAFF/VOLUNTEERS HELP FILL THE GAP?	
We want to open a club where we do not have any volunteers within a particular community.	
We have a club opening site that has been stagnant for a long time.	
We want to open an alumni club (KCI, CKI or both). Could be a specific area or a district-wide club.	
We would like to have volunteers make appointments and drive the organization of an internet-based club.	
We like the idea of a single-purpose club, but no one in the district is familiar with it.	
We like the idea of working on a former member club for the district.	
Other ideas:	

NUMBER OF CLUBS BEING COACHED	TARGET CLUB COACHING GOAL			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4

## WHERE WOULD YOU LIKE TO SEE YOUR DISTRICT ON SEPTEMBER 30, 2026?

CLUB OPENING	CLUB STRENGTHENING

# SITE SELECTION FACTORS

- **Low visibility of other organizations in the community.**
  - Learn about the existing clubs and their meeting days and times so the Kiwanis club can accommodate members who may join multiple clubs.
- **Community with identifiable needs or risks.**
  - Note significant media coverage on issues targeted at the community: drugs, food pantry shortages, teen drinking, homelessness, poor test scores at the school, etc.
  - Many communities bordering or surrounding a larger city tend to feel significant impact but have limited or restricted support systems or finances.
  - Reference the needs, because those that are community-oriented are community-proud and want to reflect the best version of their community.
- **References from surrounding clubs and community members for contact points.**
  - Make connections in the community and use those contacts to build a list of people to approach for membership.
  - Many people feel more comfortable when they know others who are becoming involved.
- **Area that has a Key Club without a sponsor or NO existing Key Club.**
  - Some schools have their own community-based service programs that are easily transitioned into a Key Club. In addition to service, Key Club offers leadership opportunities that can help with college admissions, summer jobs and internships.
- **Community that has several school systems to allow continued growth once one service program is launched.**
- **Satellite group that has become large and ready to become an individual club of its own.**
- **An area that can sustain two thriving clubs and in which a large existing club needs alternative meeting options.**

## ADDITIONAL CONSIDERATIONS FOR SITE SELECTION

- **Internet-based clubs.** Zoom and other online or virtual social meeting platforms have expanded the possibilities for club membership. Some districts have re-engaged past district officers who have moved to other locations. One has opened an internet-based club to bring together past district officers, who offer advice and assistance regarding district matters.
- **Communities cited in various research studies.** Research the “fastest-growing school districts,” “best places to live,” etc.
- **Under-represented communities.** Explore areas where the population includes many people who are not always well represented in civic organizations.
- **Groups of people with shared interests, hobbies and community-minded passions.** We have opened billiards-, biker- and knitting-focused clubs. We have opened clubs whose members help with food insecurities, literacy and environmental concerns.

## LIEUTENANT GOVERNOR SITE SELECTION ACTIVITY

Site selection must begin with your engagement of lieutenant governors, who have in-depth knowledge about their divisions. In addition to their knowledge, the lieutenant governors can do some initial research to create a list of communities where a new Kiwanis club would be best suited.

Complete the following exercise with lieutenant governors and the district membership coordinator:

- Call for each lieutenant governor to provide two or three sites they believe are viable for a new club, along with a rationale for each proposed site.
  - Rely on lieutenant governors who have served a term for the first club opening or two during quarter one.
  - Avoid concentrating new clubs in one division — spread new clubs throughout the district.
- Work with the district membership coordinator to discuss and examine each site.
- Allow the district membership coordinator to evaluate each proposed site.
- Choose the best site(s) from each division.
- Prioritize the list.
- Select the number of sites you need to meet your club opening goal.
- Keep the remainder of the list of possible sites as a backup if any of the top sites do not produce new Kiwanis clubs.

This activity should be completed each year. Remember the sites that were not selected when you begin your research for the following year.

## EUROPE HOSTS KIWANIS MEETUPS

These events allow participants to experience the spirit and the work of Kiwanis while contributing to a service project and expanding their network. MeetUps are used as initial engagement to create new clubs. A timeline and checklist for hosting a Kiwanis MeetUp in Europe is available at [academy.kiwanis.eu](https://academy.kiwanis.eu).

# COMMUNITY EXPLORATION

Start by exploring the proposed community to understand better how Kiwanis can meet its needs and who can support that effort. Site selection is crucial. Thoroughness during this part of the process will help the rest run smoothly. Meeting with community leaders to gather information will offer insight into the community and its needs. (Remember, this is not a recruiting visit.) These visits will also give you additional community leaders to contact — and eventual access to prospective members.

## SITE SELECTION IS A TWO-STEP PROCESS:

**STEP 1: Discussion of potential club sites.** Review the list of possible sites from the district growth plan. Focus on the needs of the targeted communities and the improvements a new Kiwanis club can make. Take into consideration:

- Other service organizations and Kiwanis clubs in the community.
- Size and population diversity.
- Number of schools and their community support and parental involvement.
- Number of local businesses.
- Accessibility to a meeting area.
- Proximity to other active Kiwanis clubs.

**STEP 2: Conducting the site survey.** The goal of the site survey is to evaluate the needs of the community and to gauge support for the target site. A site survey is not necessarily a visit to recruit or sign up members. Its purpose is to collect information. However, note any contacts who will be appropriate to visit during the recruitment phase.

Who should participate? As many leaders of your team as possible! The enthusiasm of community leaders will inspire your team members. Spend a day visiting community leaders, including:

- Chamber of Commerce executive director. Ask about other service clubs. How active are they? Are they open to diverse members? Where do they meet? Is there a contact person for them? What might be a good place to have a meeting? What major project would improve their community? Has the community conducted a needs assessment?
- School administrators, the superintendent and principals of high schools, junior high schools and elementary schools. Are they familiar with Key Club, Builders Club, K-Kids, Terrific Kids and Bringing Up Grades (BUG)?
- Bank presidents.
- City administrators, township and county officials.
- Law enforcement officials such as the police or fire chief.
- Real estate and insurance brokers.
- Librarians or media specialists.

**As time and the size of your exploration team allow, also consider connecting with:**

- Religious leaders.
- Hospital administrators and staff of the pediatrics unit.
- Hotel, restaurant, apartment and community center managers. Examine possible meeting locations. Inquire about availability, private rooms, prices, etc.
- College, university and technical school administrators: Are they familiar with Circle K International?
- Human-service agency representatives.
- Organizations that benefit from Kiwanis service.
- Newspaper editors and radio, television and cable TV executives, bloggers and child-focused publication writers.

*Spend 10 to 15 minutes with each community leader and explain that you are gathering information. Ask for business cards and names of other people to contact. Tell them you will inform them as soon as a decision is made and thank them for their time.*





# INFORMATION GATHERING

Town/city \_\_\_\_\_

Recent/recurring community events \_\_\_\_\_

## EXISTING SERVICE ORGANIZATIONS

ORGANIZATION	WHEN IT MEETS	MEETING LOCATION	NOTES (how long they have been in town, what they are known for in the community, etc.)
KIWANIS			
ROTARY/ ROTARACT			
LIONS			
OPTIMIST			
JCI			
OTHER COMMUNITY ORGANIZATIONS:			

## POPULATION DEMOGRAPHICS

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## ECONOMIC SITUATION

Mean or median income \_\_\_\_\_

Top professions/employers \_\_\_\_\_

## EDUCATION

Average educational levels \_\_\_\_\_

Childcare options \_\_\_\_\_

Local schools \_\_\_\_\_

**What service projects could the club undertake immediately after organization? *Prioritize them.***

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**What service projects in the next 2-5 years?** \_\_\_\_\_

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**Which Kiwanis members or community stakeholders have an investment in the new club's success?**

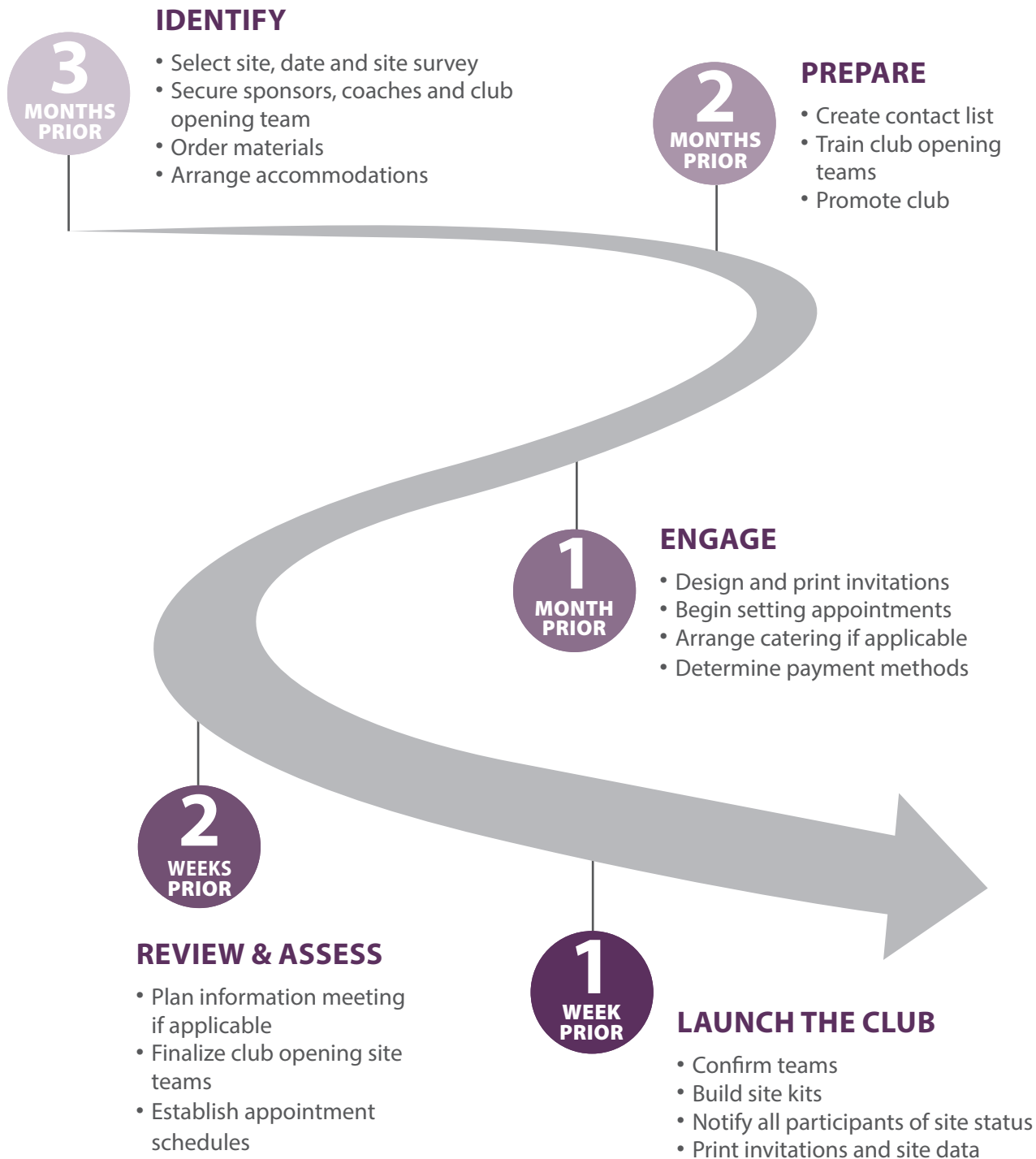
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**Additional notes** \_\_\_\_\_

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## MILESTONE TIMELINE FOR CLUB OPENING SUCCESS



## BUILDING YOUR CLUB OPENING TEAM

Work with your district membership coordinator to organize a team for each scheduled club opening.

LEAD CLUB OPENER			
ASSISTANT LEAD CLUB OPENER (OPTIONAL) Training opportunity for a future lead club opener.			
SPONSORING KIWANIS CLUB			
CLUB COACHES			
SOCIAL MEDIA TEAM			
SOURCING TEAM (150-200 COMMUNITY CONTACTS)			
CALLING TEAM (25-30 APPOINTMENTS FOR 4-6 TEAMS)			
APPOINTMENT TEAM FOR CLUB OPENING EVENT Plan for some absences; however, if everyone shows up, you have an extra team to share the work.			
ORGANIZATIONAL/INFORMATIONAL MEETING EMCEE			
ADMINISTRATIVE/PAPERWORK LEAD			
FOLLOW-UP TEAM			

# MEMBERSHIP COOPERATION

What's true in your Kiwanis club is true at the district level: strengthening membership is not one person's responsibility. Every member plays a role. When the entire team's members know their roles in club opening and membership growth, true collaboration can begin.

## WORKING TOGETHER

Let's look at the ways you can work with the members of your team.

### Area coordinator:

- Discuss action plan development, with district team involvement.
- Strategize how Kiwanis International staff and volunteers can assist throughout the year.
- Discuss obstacles within the district.
- Elaborate on membership roles and how your district team functions.
- Host regular calls with district membership coordinators to share best practices, so districts can learn what works and what doesn't.

### District membership coordinator:

- Collaborate on developing strategic growth plan.
- Consider who should be on the membership team.
- Create an accountability timeline for overall membership efforts in the district as well as a timeline for each club opening.
- Determine financial support needed.
- Once your lieutenant governors have submitted at least two viable new club sites, work together to review and prioritize them.
- With both the district membership coordinator and current/past governor, review sites that were planned but not executed.

### Lieutenant governors:

- Develop a strategic growth plan from their observations of new schools, growing subdivisions, etc.
- Ask them to review the list of clubs closed in the past 10 years to determine any opportunity to open a different type of club compared to the previous club.

- Engage them for involvement and local assessment of new club opening sites.
- Ask them (and club officers) to take club opener training.
- Ask each one to research and share at least two viable new club opening sites that can be vetted by you and your district membership coordinator.
- Once the new club has organized, work with them to:
  - Arrange for the charter president and other officers to attend nearby clubs' meetings in the division.
  - Arrange for members from nearby clubs to visit the new club's meetings on a rotational schedule.

### District secretary:

- Meet at least monthly to discuss monthly membership figures and club opening numbers, strategic goals and current issues within the district.
- Hold a debrief and strategy meeting soon after your Governors-elect Education Conference.
- When you are governor, hold a debrief meeting with your district secretary.
- Monitor clubs that are not in good standing.
- Work with them and your leadership development coordinator to promote both online and in-person club leadership education opportunities.

### District public relations coordinator:

- Communicate when you are meeting with key community constituents for a new club opening site (mayor, school superintendent, chamber chief, nonprofit leader, etc.) so the coordinator can draft a press release or article for newsletters.

- Ask them to prepare a news release once the new club has been organized, recognizing the new officers, club coaches, etc.
- Help with media placement of press releases in the local communities.
- Request an article about the new club opening efforts for the district newsletter, congratulating all those who helped make it happen and recognizing the new club officers.
- Provide the new club with brief, membership-oriented snippets that they can cut-and-paste into their Facebook feed and other social media platforms.
- Help new club officers get their website established and set up a calendar for keeping it updated, along with the new club's social media posts.
- Work with the new club officers to recruit a member to serve as historian/archivist.
- Encourage familiarity with Kiwanis International support, as well as district support for public relations and marketing.
- Help promote any new Service Leadership Programs that open and engage the lieutenant governors of Key Club and CKI.

### Club openers:

- Find recruiters.
- Secure members to make appointments.
- Collaborate with site-sponsoring clubs to participate in recruitment.
- Help identify club coaches — especially those outside the sponsoring Kiwanis club.
- Help identify district support for new club tax and incorporation forms.
- Find online research surveys whose goal is to select sites for opening a new club and/or SLP.

### Club coaches:

- Prioritize clubs that need/want help.
- Share best practices.
- Troubleshoot club issues. Each district handles issues differently, so it's important to know the person in your district who can address concerns.
- Help ensure they're trained, have access to the club coaching guide and are equipped for critical conversations with new and existing clubs in the district.
- Require and support full knowledge of the Achieving Club Excellence (ACE) tools. ([kiwanis.org/acetools](http://kiwanis.org/acetools))
- Ask lieutenant governors and club officers to take club coach training.

### Sponsoring club presidents and their membership committee chairs:

- Ask the sponsoring club president and membership committee chair/members to get involved in the process: the new club opening event, site analysis/prep, follow-up of Facebook leads, making appointments with prospective members, etc.
- Ask sponsoring club members to attend the new club's organizational meeting.



# BUILD. NURTURE. RETAIN.

## OUR COMMITMENT TO COMMUNITIES AROUND THE WORLD NEVER STOPS.

**Build. Nurture. Retain.** is designed to enhance Kiwanis' community impact through strategic membership growth. This initiative focuses on investment in effective club-opening tools, methods and retention strategies.

**Build. Nurture. Retain. is not a membership campaign.** Campaigns begin and end. By contrast, Build. Nurture. Retain. has been created to be integrated into our organization's culture by combining ongoing recruitment efforts with realistic goals. For Kiwanis leaders, this means:

- **District governors** are expected to build new clubs.
- **Lieutenant governors** are expected to nurture new and existing clubs and ensure clubs are receiving the attention needed to be strong.
- **Club presidents** provide a club experience that keeps members coming back for more.

### Where does a club begin?

The worksheet "Create your club's membership plan" allows clubs to create a plan to acquire and retain members. The worksheet is the starting point for:

- Examining where the club is today.
- Strategizing where the club wants to be in the future.

- Analyzing which membership strategies work best for the club.
- Deciding how to plan recruitment efforts to meet the goals.

In addition, there is a portfolio of tools that can be paired with achievable goals:

- **Two for Two:** Goal of adding at least 12 members annually.
- **Club boost:** Goal of at least 15 members per club boost.
- **Open house:** Goal of adding at least 10 members per open house.
- **Guest days:** Goal of adding at least 5-10 members per guest day.
- **Improving existing recruitment efforts:** Goal of increasing last year's results by at least 20%.
- **reMember initiative:** Goal of adding at least 25% of former members still residing in the area.

ORGANIZATIONAL GROWTH GOALS			
2024-2025 GOVERNOR-ELECT YEAR		2025-2026 GOVERNOR YEAR	
Organizational goal	District goal	Organizational goal	District goal
Build 425 new clubs			
Recruit 30,000 new members			

[kiwanis.org/membership](https://kiwanis.org/membership)

# CLUB COACH

The club coach works in conjunction with the district membership coordinator and division lieutenant governor to provide training, mentoring and membership growth guidance. This position will work with the new club opener for new clubs as well as for existing clubs in need of assistance as referred by the lieutenant governor. The club coach ensures that proper guidance is given to a Kiwanis club and serves as the primary mentor assigned to the club. The club coach program is used throughout North America and in some Asia-Pacific districts. Lieutenant governors serve as club coaches to new clubs in other regions.

## POSITION RESPONSIBILITIES

- Works closely with the division lieutenant governor to assist the existing clubs and the new club opener to support these clubs.
- Ensures that clubs under charter strength become independent and strong with new member growth.
- Ensures that new clubs become independent and strong, with a preferred minimum of 25 members by the date of the club charter ceremony.
- Mentors the leaders of a Kiwanis club on an ongoing basis.
- Provides unfiltered and objective advice, ensuring the club implements a plan to increase membership and develop a signature club project.
- Educates the club on attending division, regional, district and Kiwanis International events, if they are not currently participating.
- Encourages other clubs in the division to be active in all aspects of the Kiwanis club's progress.
- Has a line of communication with the regional or district membership coordinator and checks in periodically, including lieutenant governor in communications.
- Participates in membership training meetings at the district or Kiwanis International conventions.
- Uses the Achieving Club Excellence (ACE) supporting tools to guide the clubs.

## EXPERIENCE REQUIREMENTS

- Preferably belongs to a growing club.
- An experienced Kiwanian.
- Implementation of club membership drives.
- Team-building.
- Innovation.
- Positive working relationships.
- Development of others' productivity and skills.
- Conflict management.

## SKILLS AND STRENGTHS

- Commitment to helping the club strengthen its membership numbers.
- Strong communication and support abilities.
- Accomplished recruiter and motivator.
- Passionate about Kiwanis.
- Dedication to the position of club coach.
- Free of a political agenda.
- Openness to different approaches.
- Visionary.
- Ability to detect the needs of the new club.
- Ability to recognize talent in the new club.
- Communication skills.
- Ability to encourage and educate others.
- Problem-solving.
- Sound judgment.
- Positive and enthusiastic attitude.
- Ability to deal with leaders and members in a sensitive and effective way from one volunteer to another.
- Decisiveness and pragmatism.
- Proficiency with spreadsheets, word processing software and presentation software as well as email, calendar, and management tools.
- Understanding of legal issues for a Kiwanis club.

## TIME REQUIREMENTS

- Commitment to serve as club coach for minimum of two years.
- Attendance at district or division events.
- Travel.
- Understands that position is voluntary.



## THE MEASURE OF SUCCESS

The goal for the club coach is to assist a Kiwanis club in becoming an asset to their local community. The success can be measured by:

- **Membership:** Increase and sustain an active membership base.
- **Service:** Implement successful and meaningful service projects.
- **Public relations:** Build awareness of Kiwanis and the club in the community.
- **Member experience:** Provide a mix of the practical knowledge and inspirational advice that helps club members and leaders have rewarding involvement in the club.



*The club coach position description was prepared by the Subcommittee on New Club Opening of the Kiwanis International Committee on Membership, October 2020.*

## OVERVIEW FOR MENTORING A NEW CLUB

### First year

#### ORGANIZING THE NEW CLUB

- ☐ Conduct member orientation.
- ☐ Provide officer training.
- ☐ Assist organization of the new club.
- ☐ Assist with bank accounts and club incorporation.
- ☐ Assist club president and secretary.
- ☐ Attend meetings and coach when needed.

#### HAVING AN IMPACT: THE FIRST SIX MONTHS

- ☐ Help plan charter night with sponsoring club.
- ☐ Assist planning of first fundraising.
- ☐ Help coordinate first service project.
- ☐ Plan a membership campaign.

#### ACHIEVING CLUB EXCELLENCE PROCESS

- ☐ Assess your club's status.
- ☐ Dream your future.
- ☐ Analyze the gap.
- ☐ Plan your course.
- ☐ Actions, not words.

### Second year

#### ONGOING SUPPORT

- ☐ Assist club to develop long-term goals for service and membership (three to five years).
- ☐ Conduct club evaluation of member satisfaction and involvement.
- ☐ Assist with annual community analysis to evaluate needs and determine club projects.
- ☐ Assist club officers and board in developing an annual plan.
- ☐ Schedule and conduct membership campaigns.
- ☐ Provide ongoing support and coaching.
- ☐ Encourage participation in division, district and international activities.
- ☐ Monitor progress, track goals, assist with club improvements.
- ☐ Monitor succession plan for selection and transition of new officers and directors.
- ☐ Celebrate club successes and recognize member achievement.

## NOTES

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## OVERVIEW FOR MENTORING AN EXISTING CLUB

### 1st quarter

- ☐ Conduct a club membership satisfaction survey – *Member survey*.
- ☐ Conduct a community evaluation – *Community survey*.
- ☐ Re-evaluate club member expectations – *Club excellence*.
- ☐ Determine areas of improvement – *Evaluate your impact and Develop partnerships*.
- ☐ Assist club officers in developing an annual plan – *Club excellence*.
- ☐ Put together a nominating committee to develop a succession plan.
- ☐ Set long-term goals (ongoing over the next three to five years).

### 2nd and 3rd quarters

- ☐ Provide ongoing support and coaching when needed.
- ☐ Conduct ongoing membership recruitment.
- ☐ Encourage participation in division, district and Kiwanis International activities.
- ☐ Continue the Achieving Club Excellence process.
- ☐ Track ongoing goals.
- ☐ Monitor selection and transition of new officers and directors.
- ☐ Have incoming officers attend Club Leadership Education.



### 4th quarter

- ☐ Prepare incoming officers and directors for new administrative year.
- ☐ Review club success plan with new board of directors.
- ☐ Conduct a club membership satisfaction survey – *Member survey*.
- ☐ Conduct a community evaluation – *Community survey*.
- ☐ Re-evaluate club member expectations – *Club excellence*.
- ☐ Determine areas of improvement – *Evaluate your impact and Develop partnerships*.
- ☐ Assist club officers in developing an annual plan – *Club excellence*.

*Words in italics are the names of Achieving Club Excellence tools. See the next page for details.*

## NOTES

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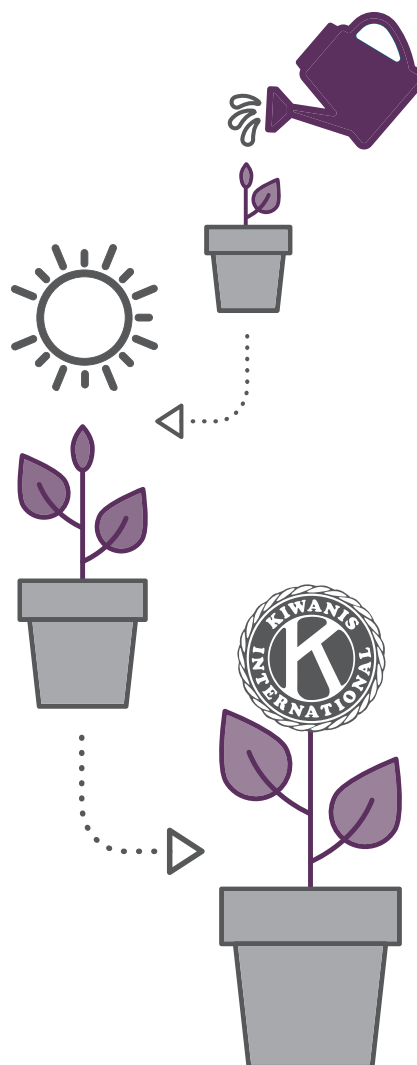
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## ACHIEVING CLUB EXCELLENCE (ACE) TOOLS

- Help club analyze their impact in the community. Determine opportunities for improvement in service/fundraising.
- Use the Kiwanis Club excellence tool in conjunction with a club scorecard. Help the club plan for the future and fulfill its purpose in the community. Measure success and celebrate milestones.
- Aid club in hosting a membership drive with step-by-step guidance and strategies to increase membership.
- Help club with ideas of who to invite and how to create a club culture of ongoing inviting of new members.
- Give club ideas on when and how to recognize member contributions. Help club develop pride through reinforcing relationships with community partners.
- Work to develop a membership committee within the club with people interested in increasing club size.
- Help club develop culture of participation in division, district and Kiwanis International events.
- Prepare incoming officers and directors through Club Leadership Education participation and other orientation events.
- Attend meetings and events of club as possible.
- Explore possibilities for chartering a Service Leadership Program for new club and existing clubs as needed.
- Help new and existing clubs to develop long-term goals for service and membership through strategic planning.
- Support selection and transition of new officers and directors while developing a club culture of volunteering for service and serving in leadership roles.

[kiwanis.org/acetools](http://kiwanis.org/acetools)



## CLUB STRENGTHENING: BEING A GREAT CLUB COACH

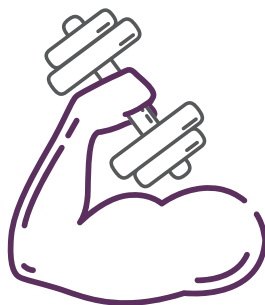
**Conversation is one of the key foundations upon which successful coaching is built.** It's the dialogue you have with the people you are coaching, but it involves more than talking about goals and dreams. A coach creates a space in which other people regularly have conversations that uncover new ideas and generate innovative solutions — resulting in new attitudes and behaviors that forge commitments to significant, sustained personal changes.

**Authentic coaching conversations can only occur when we do not assume a particular outcome.** They occur when we recognize that we do not have the answers for another person but that we do hold the power to draw out those answers. If we let silence do some of the work, we enable the club to hear themselves say something that they might not know they already knew. Crucially, the conversation is a one-way street. By entering into it, the club has decided to explore personal changes, and the coaching relationship rests on them maintaining that commitment. If they go back on this commitment, the focus then must shift to examining what got in the way of them following through on what they committed to.

**A coaching conversation doesn't have to be confined to formal coaching sessions.** Coaching can also happen during a spontaneous interaction in the hallway or at the coffee machine. A brief interaction in which you can share an insight, ask a big question, offer positive feedback or engage in constructive confrontation is potentially as powerful as an hour-long scheduled conversation. What turns a chance interaction into a coaching conversation is first and foremost that it is club-focused.

Master coaches also recognize that sometimes coaching occurs even in the absence of a specific conversation. They know that their examples can be a powerful catalyst for change, and so they strive to be coach-like in everything they do.

**Most leaders need more conversations with the people in their teams or organizations — particularly conversations focused solely on those people.** Leaders need to value conversation more, recognizing it as the lifeblood of their organizations. Conversations are to organizations as blood is to the body. If it stops flowing, the body dies. Wise coaches take every opportunity to have a coach-like conversation, whether it happens in an office, at the coffee station, in a hallway or at the bar after work. They know that doing so keeps their organizations alive and well.



## CLUB COACHING FOR EXISTING CLUBS

### STEP 1: Assess the situation.

Work to understand the club members' concerns and goals. After you've taken the time to listen, consider what the club can do to improve. Two of our Achieving Club Excellence tools may help you get a sense of what's going on. If you're connecting with members, use the *Refine the purpose* tool. If you're working with leaders, use the *Club scorecard*. You can find these resources at [kiwanis.org/acetools](https://kiwanis.org/acetools).

Here's a chart to help you consider your options.

POSSIBLE SCENARIO	RECOMMENDED ACTION
<p>Club members seem to recognize the need for change but are resistant or hesitant.</p> <p>OR</p> <p>Another Kiwanis leader alerts you to the need for change but the club seems resistant or hesitant.</p>	<p>Consult with the lieutenant governor, district membership coordinator or others familiar with the club or situation. Based on that assessment, you may decide to have another conversation with the club leaders — or to walk away. You'll be more successful if you work with a club that's receptive to help.</p>
<p>Another Kiwanis leader alerts you to the need for change, and the club seems open-minded.</p>	<p>Consult with the lieutenant governor and district membership coordinator to bring the situation to his or her attention and determine the best approach.</p>
<p>Club members seem open to change, but only if someone else puts forth the effort.</p> <p>OR</p> <p>Members seem unwilling to do anything.</p>	<p>Thank club members for their time and offer your support and availability if they decide to make changes but walk away from coaching the club in an official capacity.</p> <p>Collaborate with the lieutenant governor and new-club opener to assess opportunities for opening a new club in the community.</p>
<p>The club is determined to close.</p>	<p>Work with the lieutenant governor to walk the club through these steps:</p> <ul style="list-style-type: none"> <li>• Turn in the club charter.</li> <li>• Determine whether some members want to remain involved in Kiwanis and provide options:             <ul style="list-style-type: none"> <li>– Join surrounding clubs.</li> <li>– Form a satellite of another club.</li> <li>– Seek interim membership status until they find another Kiwanis club.</li> </ul> </li> <li>• Collaborate with the lieutenant governor and new-club opener to assess opportunities for opening a new club in the community.</li> </ul>
<p>Club members seem to recognize the need for change and are willing to take steps toward improvement.</p>	<p>Proceed to step 2.</p>

## STEP 2: Diagnose the need.

Use the ACE tools at [kiwanis.org/acetools](https://kiwanis.org/acetools) to help make a good club experience great.

ACE TOOL	WHEN TO USE IT	WHY TO USE IT
<b>Club scorecard</b>	At any point in the process — in the beginning to help the club leaders (and you) understand the situation, or later on to track progress.	<ul style="list-style-type: none"> <li>To start conversations with club leaders about where and how they think they can improve.</li> </ul>
<b>Club vision</b>	When members are unsure about the club's purpose in the community.	<ul style="list-style-type: none"> <li>To start conversations with club members about what inspires them to continue serving the community as Kiwanians.</li> <li>To help a club define its purpose in the community for members, donors, partners and potential members.</li> </ul>
<b>Member survey</b>	Annually, or when there's been a great change in club membership.	<ul style="list-style-type: none"> <li>To assess the club experience in four areas: club management/administration, membership strength, community service impact and member experience.</li> <li>To show club leaders how to use member feedback to improve the club.</li> </ul>
<b>Develop partnerships</b>	When a club is looking to expand its service impact or improve its revenue sources.	<ul style="list-style-type: none"> <li>To explore ways to increase the club's partnerships and sponsorships.</li> </ul>
<b>Community survey</b>	When a club needs new service opportunities or if members are unsure of the club's purpose.	<ul style="list-style-type: none"> <li>To gather information about community needs and how the club can help address them.</li> <li>To assess a club's current service activities.</li> <li>To reveal potential opportunities for new partnerships, sponsorships and service projects.</li> </ul>
<b>Evaluate your impact</b>	To improve the impact a club makes in the community.	<ul style="list-style-type: none"> <li>To assess the success of a club's service and fundraising activities and determine opportunities for improvement.</li> </ul>
<b>Club excellence plan</b>	In conjunction with the <i>Club scorecard</i> .	<ul style="list-style-type: none"> <li>To guide a club through the planning process that helps the club fulfill its purpose in the community — with action steps, responsibilities and timelines.</li> <li>To guide a club to set SMART goals, measure success and celebrate milestones.</li> </ul>

ACE TOOL	WHEN TO USE IT	WHY TO USE IT
Host potential members	To increase a club's capacity to serve its community.	<ul style="list-style-type: none"><li>• For step-by-step guidance and strategies to increase membership.</li><li>• For ideas about who to invite.</li><li>• To create an ongoing culture of inviting.</li></ul>
Celebrate success	To get ideas about when and how to recognize members' contributions and behaviors.	<ul style="list-style-type: none"><li>• For ideas to foster member and club pride.</li><li>• For new ideas about showing appreciation.</li><li>• To encourage future interaction between community organizations and members.</li><li>• To reinforce relationships with community partners.</li></ul>

NOTES

## STEP 3: Provide support and coaching

### Help keep a good thing going

- Monitor the *Club scorecard*.
- Encourage the club to celebrate success.
- Coach the membership committee to actively invite new members.
- Coach the membership committee to schedule membership drives.
- Recommend participation in division, district and Kiwanis International activities.
- Monitor the selection and transition of officers and directors.
- Ensure incoming leaders attend Club Leadership Education.
- Prepare incoming officers and directors for the new administrative year.
- Review key habits with the club:
  - Member satisfaction.
  - Community impact.
  - Planning for club excellence.

### Club strengthening tips

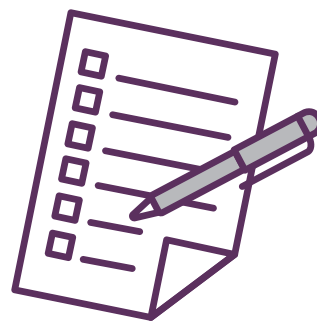
- Appoint someone in your district to oversee club strengthening efforts.
- Review Kiwanis International's Five-Year Membership Trends Report with your district membership coordinator.
- Use Kiwanis Connect to review club monthly reports.
- Identify club coaching needs.
- Uncover membership growth and club recognition opportunities.
- Discover club service projects and events to promote.
- Communicate with club leaders regularly.
- Promote membership growth in existing clubs (especially those recently formed).

### Membership retention tips

- Remember, it takes five times as much effort to replace a member as it does to keep one.
- Plan club meetings that are “fun-expected.”
- Have new members serve as door greeters.
- Plug new members into club committees and service projects.
- Match new members with veteran members who can mentor them and orient them to the club.
- Allow new members to move into club leadership positions if they demonstrate potential.
- Phone every member on their birthday and send a congratulatory card on their Kiwanis anniversary date; also note other special family events.
- If a club member is ill or hospitalized, check with loved ones to see if they can accept phone calls and/or visitors.
- If a club decides to close in your division, work to relocate members to nearby clubs.



# MONTHLY MEMBERSHIP CHECKLIST



## October 2024

REVIEW YOUR DISTRICT'S CURRENT MEMBERSHIP AND CLUB OPENING PLAN.

- ☐ Is it a complete plan for the year?
- ☐ Has the team already begun implementation?
- ☐ Are there changes you would make?

ANALYZE YOUR DISTRICT'S MEMBERSHIP TEAM.

- ☐ Are the members working adequately?
- ☐ Which people should be in different positions?
- ☐ What positions still need to be filled?
- ☐ Are there new positions on your membership team where you need to take on specific tasks?
- ☐ Which individuals' talents aren't being used?

## November 2024

ANALYZE YOUR DISTRICT'S MEMBERSHIP NUMBERS.

- ☐ Which clubs show consistent growth?
- ☐ Where do you see the largest losses?
- ☐ How are your newest clubs doing?
- ☐ Which clubs have a high average member age and are in jeopardy of closing in the next few years without more members?
- ☐ Are there any drastic membership changes?
- ☐ When does your district typically add the most members?
- ☐ Which clubs have not recruited a new member in three, five or even 10 years?
- ☐ Which clubs have lost 25% or more of their membership?
- ☐ When does your district most of its new clubs?
- ☐ Which divisions have your district's strongest clubs?

## December 2024

START CONVERSATIONS WITHIN YOUR DISTRICT ABOUT MEMBERSHIP.

- ☐ What is the current governor doing about membership?
- ☐ Who has sponsored the most members?

- ☐ Who has opened new clubs in the past 10 years?
- ☐ How does your district's strategic plan address membership?
- ☐ Which past governors had the most success with membership?
- ☐ Which past lieutenant governors had the most success with growth?
- ☐ Does your district secretary/executive director get involved with membership initiatives?
- ☐ Does your district board track membership?
- ☐ Does your district celebrate growth success?
- ☐ How does your district encourage growth?

## January 2025

IDENTIFY AND SUPPORT LIEUTENANT GOVERNORS.

- ☐ Which divisions have elected a lieutenant governor for 2025–26?
- ☐ Which divisions have difficulty finding a lieutenant governor?
- ☐ Start identifying candidates for vacant lieutenant governor positions.
- ☐ Consider presidents and membership chairs of growing clubs.
- ☐ Reach out to past district leaders for lieutenant governor recommendations.

BEGIN PLANNING YOUR LIEUTENANT GOVERNOR TRAINING.

- ☐ Plan a meeting at your district midyear (if applicable).
- ☐ Set your date(s) for virtual and in-person training.
- ☐ Plan a robust agenda focused on membership and club support.

## February 2025

### BUILD A PLAN FOR SUCCESS.

- ☐ Identify your district membership coordinator.
- ☐ Start regular meetings with your district membership coordinator and membership team.
- ☐ Start a plan to recruit more club openers and club coaches.
- ☐ Create a district distinguished program that emphasizes and encourages growth.
- ☐ Review the upcoming budget. Is growth adequately supported?
- ☐ Start building a plan for the upcoming Kiwanis year.
- ☐ Have regular discussions with your governor.

## March 2025

### TRAIN FOR SUCCESS.

- ☐ Assist with a club opening and a club strengthening event in your district to understand the process.
- ☐ Attend a training session for club openers.
- ☐ Participate in club coaching training.
- ☐ Analyze any district training events and identify areas for improvement.
- ☐ Finalize your lieutenant governor training and secure presenter(s).
- ☐ Work with your district leadership coordinator to ensure that membership is a part of the curriculum for club officers.
- ☐ Create a strong educational program for your district's convention.

## April 2025

### REVIEW YOUR DISTRICT'S PROGRESS.

- ☐ How has the district's growth plan progressed?
- ☐ What adjustments are being made?
- ☐ What unexpected obstacles occurred and how can those be mitigated next year?
- ☐ What can be done to achieve this year's goals?

### PUT TOGETHER YOUR GAME PLAN.

- ☐ Get a list of two or three potential sites from each lieutenant governor.
- ☐ Start slating club openings in months/quarters.
- ☐ Begin identifying club openers for each site.

- ☐ Identify clubs to approach for revitalization in order of difficulty.
- ☐ Create a list of strategies for club revitalization and club strengthening event.
- ☐ Create a strategy to increase your membership team.

### MEET WITH KEY PEOPLE AND EMPHASIZE GROWTH (APRIL TO SEPTEMBER, DEPENDING ON YOUR DISTRICT CONVENTION).

- ☐ Meet with your lieutenant governors.
- ☐ Meet with your membership team.
- ☐ Include growth in your speech.
- ☐ Show your support by attending membership classes.
- ☐ Recognize Ruby K recipients.
- ☐ Meet with incoming club presidents.
- ☐ Identify more membership team members.
- ☐ Re-evaluate funding needs and identify how to get more funding if needed.

## May 2025

### CONTINUE BUILDING YOUR PLAN. USING ONLINE RESEARCH AND INTERPERSONAL COMMUNICATION, START EVALUATING POTENTIAL CLUB SITES.

- ☐ Identify potential sponsoring clubs.
- ☐ Local club support.
- ☐ Lieutenant governor's commitment.
- ☐ Availability of outside support.

### EVALUATE EXISTING CLUBS AND THEIR WILLINGNESS TO GROW.

- ☐ Statistics on membership trends and numbers.
- ☐ Current lieutenant governor's assessment.
- ☐ Incoming lieutenant governor's assessment.

### CREATE A COMMUNICATION PLAN WITH KEY COMPONENTS.

- ☐ Share club opening plans to garner support and leads.
- ☐ When and how to share membership initiatives.
- ☐ How to spotlight membership successes.
- ☐ Using incentives to encourage growth.
- ☐ Highlighting the "why" of growth.
- ☐ Sharing tools to help a club grow.

**June 2025**

ATTEND THE KIWANIS INTERNATIONAL CONVENTION IN PITTSBURGH, PENNSYLVANIA, U.S., JUNE 24-28.

- ☐ Schedule time to meet with your membership team and Kiwanis International staff to discuss your plan.
- ☐ Attend sessions on growth.
- ☐ Reach out to first-time attendees from your district.

KEEP YOUR LIEUTENANT GOVERNORS FOCUSED ON GROWTH.

- ☐ Can they build relationships with incoming officers?
- ☐ Which clubs are struggling to find leaders?
- ☐ Which clubs aren't meeting regularly?
- ☐ What clubs are struggling to get members active?

**July 2025**

FINALIZE YOUR CALENDAR FOR THE UPCOMING YEAR.

- ☐ Club openings.
- ☐ Club strengthening events.
- ☐ Division visits. (Focus on strengthening clubs.)
- ☐ Club visits. (Focus on bringing in new members.)
- ☐ District events.

PLAN FOR FIRST-QUARTER NEW CLUB OPENINGS.

- ☐ Request and schedule any needed assistance from Kiwanis International.
- ☐ Have a team do an in-person community assessment (formerly known as the site survey) to identify key projects and key leaders for the new club.
- ☐ Secure a sponsoring club(s).
- ☐ Identify and train club coaches for the clubs.
- ☐ Finalize a timeline for each site and the members responsible.
- ☐ Place the club openings on all official district calendars.

**August 2025**

PLAN FOR FIRST-QUARTER CLUB STRENGTHENING EVENTS.

- ☐ Request and schedule any needed assistance from Kiwanis International.
- ☐ Identify and train club coaches for the clubs.
- ☐ Create a timeline for the prep work.

**September 2025**

FINALIZE YOUR PLAN.

- ☐ Is it a complete plan for the year?
- ☐ Has the team already begun implementation?
- ☐ Are there changes you would make?
- ☐ Publish your plan in district newsletters and discuss at events you attend.

WORK TO GROW.

- ☐ Is the groundwork complete for the October club openings?
- ☐ Is your team meeting regularly?
- ☐ How can you help finalize any new clubs this month?
- ☐ Do any team members need special help?

COMMUNICATE EXCITEMENT.

- ☐ How are you ringing in the new Kiwanis year?

**October 2025**

LEAD BY EXAMPLE.

- ☐ Recruit a new member into your club.
- ☐ Participate in club openings.
- ☐ Call and thank a new member sponsor.

IMPLEMENT YOUR PLAN.

- ☐ How are you progressing?
- ☐ Does everyone understand their part?

**November 2025**

DIVE DEEP INTO YOUR DISTRICT'S MEMBERSHIP NUMBERS.

- ☐ Where do you see the largest losses?
- ☐ How are your newest clubs doing?
- ☐ Are there any membership changes?
- ☐ Which clubs have lost 25% of their membership?
- ☐ Which divisions have the strongest clubs?
- ☐ Do any of these numbers affect your plan?

**December 2025**

HELP SUCCESSION SUCCEED.

- ☐ Meet with your governor-elect to talk about membership transitions.
- ☐ Encourage your lieutenant governors to help identify their replacements

**IMPLEMENT THE PLAN.**

- ☐ Complete first-quarter new club openings.
- ☐ Finalize timelines for second-quarter club openings.

**PROMOTE EDUCATION.**

- ☐ Create a robust education schedule for midyear conferences (if applicable).
- ☐ Determine if there are any virtual training needs.

**January 2026****REVIEW FIRST-QUARTER PROGRESS.**

- ☐ Were timelines and goals met?
- ☐ What do the numbers show?
- ☐ Who is doing best and why?
- ☐ Have existing clubs embraced growth?

**WORK ON THE SECOND-QUARTER PLAN.**

- ☐ Is the groundwork complete for club opening?
- ☐ Does your entire team meet regularly? Who is missing?
- ☐ Which clubs are ready to hold a club strengthening event?
- ☐ Are there still vacancies on the membership team?
- ☐ Have the clubs that opened in the previous quarter received officer training?
- ☐ Are you scheduled to attend charter ceremonies?

**February 2026****COMMUNICATE.**

- ☐ Update your speech to include any growth successes.
- ☐ Continue to meet regularly with your membership team.
- ☐ Evaluate your newsletters and your website. Are they conveying your growth message effectively?

**March 2026****IMPLEMENT THE PLAN.**

- ☐ Complete second-quarter new club openings.
- ☐ Finalize timelines for third-quarter club openings.
- ☐ Continue to encourage growth progress.

- ☐ Do any position descriptions or responsibilities need to be revised to ensure progress?
- ☐ What are the biggest challenges to your plan? Reach out for advice.

**April 2026****ASSESS HALFWAY PROGRESS. REVIEW THE NUMBERS.**

- ☐ Which clubs are growing?
- ☐ Have new clubs shown membership growth?
- ☐ Are you on target for ending the year with a net increase?
- ☐ Are there any surprises in membership numbers?

**MEET WITH KEY PEOPLE AND EMPHASIZE GROWTH (APRIL TO SEPTEMBER, DEPENDING ON YOUR DISTRICT CONVENTION).**

- ☐ Update your speech to include all growth successes.
- ☐ Meet with your team to inspire them to finish the year successfully.
- ☐ Recognize growth successes.
- ☐ Recognize Ruby K recipients.
- ☐ Strategize to make the most of the next months.
- ☐ Support the growth goals of your successor.

**WORK ON THE PLAN.**

- ☐ Were timelines and goals met?
- ☐ Who is performing best and why?
- ☐ Have our existing clubs embraced growth?

**May 2026****WORK ON THE THIRD-QUARTER PLAN.**

- ☐ Is the preparation work complete for club openings?
- ☐ Is your entire team meeting regularly? Who misses meetings?
- ☐ Which clubs are ready to hold a club strengthening event?
- ☐ Are there still vacancies on the membership team?
- ☐ Have the clubs that opened in the last quarter received officer training?
- ☐ Are charter ceremonies scheduled?
- ☐ Are your lieutenant governors working with their successors?

- ☐ Schedule time to meet with your membership team and Kiwanis International staff to discuss your progress.
- ☐ Attend sessions on growth.
- ☐ Reach out to first-time attendees from your district.
- ☐ Prepare to finish strong.

**July 2026**

KEEP YOUR LIEUTENANT GOVERNORS FOCUSED  
ON GROWTH.

- ☐ Which clubs haven't yet added new members? What support can you offer them?
- ☐ Which clubs are struggling to find leaders?
- ☐ Which clubs are considering closing? Enact a plan now.
- ☐ Which clubs are struggling to get members active?

## August 2026

## RECOGNIZE AND STRATEGIZE.

- ☐ Recognize growth successes to keep the momentum alive for the remainder of the year.
- ☐ Recognize Ruby K recipients.
- ☐ Strategize to make the most of the next two months.
- ☐ Support the growth goals of your successor.

## September 2026

## FINISH STRONG!

- ☐ Work hard to make your final new clubs happen.
- ☐ Help your governor-elect prepare for club opening success.
- ☐ Encourage all clubs to add more new members.
- ☐ Lead by example: Bring another new member into your club.
- ☐ Continue to inspire progress!

## NOTES





# LEADERSHIP & EDUCATION



# LEADERSHIP AND EDUCATION

## GOAL

Develop competent, confident and caring leaders across the Kiwanis family.

Kiwanis is dedicated to developing a strong pipeline of current and future leaders. This is essential for the organization to fulfill its mission. As district governor, your responsibilities include identifying and training lieutenant governors within your divisions, encouraging club participation in Club Leadership Education and identifying potential leaders for your leadership pipeline.

## IDENTIFYING EMERGING LEADERS

You can set up your district for success. That includes identifying potential leaders in your district to move up the leadership pipeline. What traits make a great leader?

- Believes in the mission of the organization.
- Respects others and their opinions.
- Makes hard decisions under pressure, even if it makes things more difficult for themselves.
- Leads by example.
- Coaches performance instead of criticizing.
- Establishes goals and parameters and tracks their progress.
- Works well with a team and shares credit.

Not all club leaders have official leadership roles. Look for the “change makers” in your district. These are the individuals who know what’s going on, regardless of role or title. Encourage lieutenant governors to identify these people in their division when they are making club visits.



## LIEUTENANT GOVERNOR TRAINING

Many districts face a shortage of lieutenant governors every year. For a governor, identifying and empowering the right people is one of the keys to a successful district strategic plan. An ideal lieutenant governor will understand and implement your goals at the division and club level. They are your eyes and ears at the club level and can help identify members to add to your leadership pipeline.

When training lieutenant governors, you may have a limited amount of time together, so focus on the most important topics first. Kiwanis International develops a core curriculum and materials annually for lieutenant governor training. Materials are provided to governors-elect, leadership development coordinators and district secretaries by April 1 of each year. Area directors and leadership development staff from Kiwanis International will be available to facilitate this training.

The lieutenant governor invests balanced efforts in working with existing clubs and opening new clubs. And the miracle of Kiwanis is this: In the act of enriching the lives of others, we enrich our own lives every bit as much in a different way. 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 they feel supported and have access to information that improves members experiences.

What are some common pathways to becoming a lieutenant governor? Are there other ways to identify leaders within your district?

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# DISTRICT EDUCATION OFFERINGS

## DISTRICT CONVENTIONS

Education sessions during district conventions present a good opportunity for developing leaders. Club Leadership Education can be part of the offerings but does not have to be the only one. Identify areas in your district where your members are struggling and plan a session to help them. This is also an ideal opportunity to introduce training on new topics and host forums allowing people to share best practices. Here are some topics to consider when planning your district convention education:

- Leadership skills.
- How to deal with multi-generational membership.
- Social media and how to use it.
- Developing your leadership pipeline.
- Motivating and retaining members.
- Club opening best practices.
- How to run effective board meetings.
- Success stories from clubs in your district

Assess the needs of your district and take time to collect feedback from participants so you can realign your education offerings in the future. Reach out to the experts in your district and invite them to present. New faces and new ideas should always be welcomed.

## CLUB LEADERSHIP EDUCATION

Positional education is available from Kiwanis International for presidents, secretaries, treasurers and membership committee members. These materials are available for in-person training sessions as well as online education. Lieutenant governors are responsible for organizing Club Leadership Education (CLE) training sessions, with the help of a certified CLE instructor or district leadership development coordinator.

All incoming club leaders should be educated and reported through our Kiwanis database before taking office on October 1. Your leadership development coordinator can help you track progress within your district and encourage clubs to participate in club leadership training.

## MIDYEAR CONFERENCES

Many districts use their midyear conventions as an educational opportunity to cross-train volunteers in multiple areas. In most cases, the governor-elect is responsible for planning the education offerings at district midyear conventions. As governor, support

your successor and be willing to help if called upon. Help establish learning outcomes for their event and be willing to take the time to debrief on the event overall. Compare the results to the goals previously set forth and document what worked well, what did not and what can be improved for future governors-elect.

## KIWANIS AMPLIFY

Kiwanis Amplify is a virtual leadership development program available to all Kiwanis members. Featuring modules created by content experts from all over the world, this program provides leadership development education to be used at home, at work and within the Kiwanis club setting. The program runs annually from April to September. Registration for each class opens in January. Form more information on the Kiwanis Amplify program visit [kiwanis.org/amplify](https://kiwanis.org/amplify).





COMMUNITY  
IMPACT

# COMMUNITY IMPACT

Kiwanis is best expressed through meaningful service in communities around the world. When we work together and with other organizations to address important needs for children, we change lives and build stronger communities. In the act of enriching the lives of others, we enrich our own lives as well.

## SIGNATURE PROJECTS

Signature projects are important for the future of Kiwanis. 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 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 to last for years to come and that your Kiwanis club will be known for throughout the community.

#### STEP 2: Work with our partners.

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

#### STEP 3: Get budget-boosting help.

Use resources that help clubs save money and stretch their dollars. For additional support, go to [kiwanis.org/service](https://kiwanis.org/service).

#### STEP 4: Report your success.

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

## ANNUAL SIGNATURE PROJECT CONTEST

Kiwanis International hosts the 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 contest consists of two groups based on club size. The top 10 club projects from each group are selected from the hundreds of entries received annually. The final three in each group receive recognition and awards at the Kiwanis International convention.

## DISTRICT ROLES FOR SIGNATURE PROJECTS

### Governor and lieutenant governor

- Know the current Kiwanis International partnerships.
- Encourage clubs to create their Signature Project.

*For the latest partner information, view [kiwanis.org/partners](https://kiwanis.org/partners).*



# SERVICE LEADERSHIP PROGRAMS OVERVIEW

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

### AKTION CLUB

[aktionclub.org](http://aktionclub.org)

**Established:** 1987

**Mission:** To provide adults with disabilities an opportunity to develop initiative, leadership skills and to serve their communities.

**Members:** Adults (18 and older) who have a disability.

**Statistics:** 6,433 members, 343 clubs, 13 nations and geographical areas.

**Notes:** Since this is a club for adults with disabilities; be careful not to identify SLPs collectively as “youth programs.”

### CIRCLE K INTERNATIONAL

(CKI) [circlek.org](http://circlek.org)

**Established:** 1947

**Mission:** To develop college and university students into a global network of responsible citizens and leaders with a lifelong commitment to service.

**Members:** College/university or equivalent, typically ages 18 and older.

**Statistics:** 6,852 members, 341 clubs, 19 nations and geographical areas.

**Note:** CKI is governed by a student board comprised of current members.

### KEY CLUB

[keyclub.org](http://keyclub.org)

**Established:** 1925

**Mission:** To provide its members with opportunities to conduct service, build character and develop leadership.

**Members:** Secondary/high school or equivalent, typically ages 14–18.

**Statistics:** 221,385 members, 4,742 clubs, 44 nations and geographic areas.

**Notes:** Key Club is led by a student board of current members.



*Statistics as of October 2023*

## BUILDERS CLUB

[buildersclub.org](http://buildersclub.org)

**Established:** 1975

**Mission:** To empower students to work together, make plans, set goals and take action. While participating in club activities, students develop important social and emotional skills.

**Members:** Middle years students, typically ages 11–14.

**Statistics:** 23,340 members, 1,117 clubs, 23 nations and geographical areas.

**Notes:** Currently, Kiwanis tracks the number of clubs worldwide with corresponding estimates of membership numbers.



## K-KIDS

[kkids.org](http://kkids.org)

**Established:** 1990

**Mission:** To provide members with opportunities to perform service, build character and develop leadership while developing empathy, self-confidence and compassion.

**Members:** Primary years students, typically ages 6–11.

**Statistics:** 22,412 members, 1,130 clubs, 26 nations and geographical areas.

**Note:** Currently, Kiwanis tracks the number of clubs worldwide with corresponding estimates of membership numbers.



*Statistics as of October 2023*

## PROGRAMS/INITIATIVES

### KEY LEADER

Key Leader is an 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.

[key-leader.org](http://key-leader.org)

# KEY LEADER®

### GLOBAL LEADERSHIP CERTIFICATE

Key Club and Circle K International members have an exciting opportunity to grow as leaders and prepare themselves for college or careers. The Global Leadership Certificate includes nearly 40 online courses with topics that include strategic vs. tactical leadership, leading with empathy, self-awareness, inclusion, civil engagement and being a change agent. The cost is included in membership dues.

[keyclub.org/glc](http://keyclub.org/glc)   [circlek.org/glc](http://circlek.org/glc)

### 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.

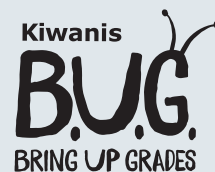
[k-kids.org/terrific-kids](http://k-kids.org/terrific-kids)



### 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.

[kkids.org/BUG](http://kkids.org/BUG)



# 10 FACTS ABOUT SERVICE LEADERSHIP PROGRAMS YOU MIGHT NOT KNOW (BUT SHOULD!)

1. All SLP clubs can be chartered without a sponsoring Kiwanis club. In these situations, the host school/community agency will typically assume the role of sponsor.
2. All SLP clubs throughout the world are required to charter through Kiwanis International and pay appropriate related fees. Annual fees are different, based on region.
3. Most Key Clubs, Builders Clubs and K-Kids clubs are hosted in a school, but they don't have to be. Clubs can be hosted by a community organization and are then referred to as "community-based SLPs." These are a good option when (a) the schools are not interested in the programs or (b) the schools are too small to support an SLP club. The host organization takes on the role of the school and designates someone on its staff to be an advisor.
4. Aktion Club members must be 18 or older. These members can also be members of Kiwanis clubs. However, Key Club and CKI members cannot hold simultaneous membership in Kiwanis. This is to protect each organization from having undue influence on one another.
5. In addition to Kiwanis advisors and faculty advisors, K-Kids and Builders clubs are encouraged to have parental involvement.
6. All designated Kiwanis advisors to any SLP club are required to have a clear criminal history background check conducted and verified by Kiwanis International. Advisors are prompted to complete this requirement, and checks are good for two years.
7. SLP reports are pulled every Wednesday and are available at [kiwanis.org/SLPreports](https://kiwanis.org/SLPreports), where you can see new charters by district as well as current club information.
8. SLP district administrators in North America serve from April 1 to March 31, in order to match up with Key Club and CKI district elections. The only exception is the district Key Leader chair, who serves January 1 to December 31. Here is the administrator appointment timeline for North America:
  - The governor-elect becomes governor on October 1.
  - The governor appoints SLP administrators by December 1.
  - The governor's appointed administrators begin serving their terms on April 1.
9. The Global Leadership Certificate program is a leadership training program designed for Key Club and CKI members who are looking to stand out as leaders — in their community, club, school and as candidates for colleges, trade schools or jobs. Based on each SLP's core values of fellowship, leadership and service, the program includes nearly 40 courses around 11 leadership topics: connection, inclusion, empathy, resilience, self-awareness, vision, critical thinking, communication, volunteerism, civic engagement and strategic planning.
10. Virtual Meeting Kits serve as a resource for club leaders and advisors to help adjust to online or alternative ways of meeting. Each kit focuses on a different theme that adds various learning and service options for the SLP club. The kits are updated annually and are available at [kkids.org](https://kkids.org), [buildersclub.org](https://buildersclub.org) and [keyclub.org](https://keyclub.org).

# THE IMPACT OF SERVICE LEADERSHIP PROGRAMS

All Kiwanis Service Leadership Programs — for youth, university students and adults who have disabilities — receive support and educational programming through the Kiwanis International Office. Chartering kits, member handbooks and guides for advisors and administrators are just a few of the tools that help clubs and members serve their communities and develop new leaders.

## HOW GOVERNORS SUPPORT SLP CLUBS AND MEMBERS

- Gain a general understanding of each program, allowing you to answer basic questions.
- Include references, stories and anecdotes regarding SLPs in prepared speeches.
- Give equal attention to all of the SLPs.
- Work with your board to set aside funds in your budget for each SLP administrator to participate in education and training provided by Kiwanis International.
- Try to attend district conventions for Key Club, CKI and Aktion Club (if applicable). You don't have to attend every SLP event, board meeting and so forth, but stay aware of your district's SLP calendar, including a special week dedicated to each SLP.
- One way to increase Kiwanis family engagement is to host CKI, Key Club and Kiwanis district events together to create synergy between the different clubs. Remember to follow youth protection guidelines when hosting events in conjunction with your SLP clubs.
- Correspond regularly with SLP district leaders (e.g., the Key Club and CKI governors) to provide advice, coaching and acknowledgment of their accomplishments — and to listen to their perspectives on issues.
- Invite the Key Club and CKI governors to Kiwanis district events, and provide them with significant opportunities to contribute (e.g., speaking in general sessions). Include SLP education in your lieutenant-governor training and expect them to include it in their division council meetings.
- When speaking to Kiwanis clubs, know which SLPs they sponsor and thank them for their sponsorship.
- Know the 10 basic obligations of SLP sponsorship. (See the list on the next page.)
- Delegate. Appoint good, responsive administrators and let them do their jobs. Your primary role is to help them work well with one another.
- Know where the unsponsored SLP clubs are in your district, and work hard to build a Kiwanis club to support them.
- Ensure that district administrators take part in Kiwanis International training, and encourage them as they create new SLP clubs and support existing ones in your district.
- Grow Kiwanis clubs and membership in your district! Strong SLP clubs result from strong Kiwanis clubs. If one of your primary goals is to build SLPs, shift that goal toward building Kiwanis clubs to support more SLPs.
- Check to see which SLP club categories can be formed into a district or remain a district.
- Appoint strong Kiwanis International members as Kiwanis advisors. Currently, over 50% of SLPs do not have a Kiwanis advisor on record.

## 10 KIWANIS CLUB OBLIGATIONS OF SLP SPONSORSHIP

1. Appoint a Kiwanian or a committee of Kiwanians as SLP advisor(s) to ensure that all youth protection policies and training requirements are being met for a safe and secure environment for youth.
2. Attend SLP club meetings and events. Be sure to keep faculty advisors informed of upcoming Kiwanis and co-sponsored functions.
3. Maintain a service expense line item in the budget to support SLP clubs. Consider supporting attendance at Key Leader, Key Club or CKI district conventions, or international conventions.
4. Meet with the school principal or facility manager at least once a year.
5. Ensure all dues and fees are paid for sponsored SLP clubs.
6. Encourage and help SLP advisors to provide training for SLP officers and members.
7. Schedule an annual meeting with Kiwanis and SLP club leadership.
8. Host or participate in joint activities. Invite SLP club members to participate in Kiwanis projects when appropriate. Obtain a cleared background check when chaperoning SLP-sponsored events.
9. Invite SLP club advisors, officers and members to attend Kiwanis meetings and to join the Kiwanis club.
10. Ensure that all Kiwanis members chaperoning SLP-sponsored events review the youth protection policy annually.

## YOUTH PROTECTION

Kiwanis international has a comprehensive approach to youth protection that includes the following:

- Protecting, educating and engaging all Kiwanis family members.
- Protecting youth members from predators.
- Empowering and educating adult members with best practices for working with youth.
- Providing youth with positive development tools to inspire and engage our future leaders to be their best.

For Kiwanis to be the premier provider of youth service clubs and programs, we must hold ourselves and fellow members to the highest standards of conduct and awareness.

### We follow the “ABCs of Youth Protection.”

**A - Access to high quality training.** We require advisors and chaperones working with Key Clubs to complete youth protection, child abuse and sexual abuse prevention training. *All* Kiwanis members must review the Kiwanis International Youth Protection Policies on an annual basis.

**B - Background checks.** We require Key Club advisors and adult volunteers to maintain a valid background check in order to work with youth.

**C - Culture of Care.** Today’s students report the highest levels of anxiety and stress of any generation. We want our students to have resources to cope with these issues, know how to get help and be agents of change to improve their schools’ cultures.

**Kiwanis Youth Protection Helpline** is a free, 24/7 helpline to report abuse and policy violations. Call 1-866-607-SAFE (7233) to talk to a trained professional. More information can be found at [kiwanis.org/youthprotection](https://www.kiwanis.org/youthprotection).





# FINANCIAL VIABILITY

# FINANCIAL VIABILITY

Kiwanis does amazing work in the world. When we make wise financial investments, find opportunities to turn profits into service, pool 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.

## DISTRICT FINANCIAL MANAGEMENT

### LEGAL DUTIES OF THE BOARD

- Duty of care.
- Duty of loyalty.
- Duty of obedience.

### DUTY OF CARE

- Be familiar with the organization's finances and activities.
- Participate regularly in its governance.
- Participate in risk-assessment and strategic-planning discussions.
- Ensure the organization has sufficient internal controls and written policies that safeguard, promote and protect the assets.
- Act in good faith, using "degree of diligence, care and skill," as would a prudent person in a similar situation.

### DUTY OF LOYALTY

- Be aware of the "Conflict of Interest" policy.
- Act in the best interest of the organization.
- Disclose any real or possible conflicts.

### DUTY OF OBEDIENCE

- Comply with all laws and regulations.
- Dedicate resources to fulfill the organization mission.
- Ensure the organization does not engage in unauthorized activities.

### FIDUCIARY RESPONSIBILITIES

- Steward the resources for the long term.
- Be familiar with finances and activities.
- Oversee matters critical to the organization's health.
- Comply with internal financial controls. Ensure that written policies exist to safeguard, promote and protect assets.

### PROPER STEWARDSHIP

- Understand district finances
  - Balance sheet: how much money is in the bank, what investments we have, how much we owe, etc.
  - Income statement: what are our main revenue streams and cost drivers, how much did we make on an activity, etc.
- Ensure Compliance with Laws/Policies
  - Tax returns are completed.
  - Books are audited.
- Allocation of resources
  - What's the return on investment from activities?
  - Simplify business structure and processes

### BUDGET PROCESS KEY QUESTIONS

- What are your objectives?
- What activities will be involved to achieve those objectives?
- What are your resources and what is the cost of such resources?
- Where will the money come from?

### INTERNAL CONTROLS AND MAJOR TRANSACTION TYPES

- Cash disbursements.
- Cash receipts.
- Other transaction cycles.
  - Investing and financing (e.g., fixed assets, debt, investments).
  - Payroll.



## BEST PRACTICES

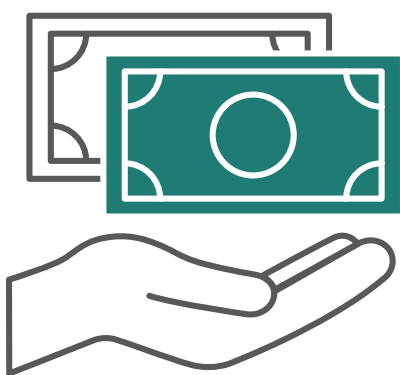
- Perform fraud risk assessment.
- Implement internal controls.
- Segregation of duties.
  - Access to assets.
  - Recording responsibility.
  - Monitoring responsibility.
- Obtain external review/audit.
- Review tax filings annually.
- Provide tax returns to Kiwanis International.
- Establish “perception of detection.”

## RECOMMENDATIONS

- Find a financial expert for your district team:
  - Someone with business and financial expertise.
  - Someone who can provide solid investment advice.
- Gain financial education for yourself through resources such as YouTube, Google, etc.
- Attend and understand the educational content delivered to treasurers at Club Leadership Education training in your district.

## FIVE COMPONENTS TO GOOD FINANCIAL MANAGEMENT

1. Clear financial strategy (example: dues income).
2. A plan to generate revenue (example: open new clubs).
3. A financial management system (example: accounting software).
4. Suitable internal controls (examples: policies, procedures, US IRS Form 990).
5. Ensure review and compliance with all laws (example: review tax returns annually).



# KIWANIS CHILDREN'S FUND

As governor, you will be an important partner with the Kiwanis Children's Fund. In your role, you will be supported by a Children's Fund district chair who is appointed by the Children's Fund. Chairs are passionate advocates of our mission. They are constant communicators of our core values. They build and strengthen relationships with Kiwanians in their districts.

Of course, you also are an advocate for the Kiwanis Children's Fund. So it's important to know what we do and how you make a difference in each phase of a young person's development. The Children's Fund partners with clubs and districts to help the children of the world by focusing donors' gifts on particular Kiwanis causes:

- **Health and nutrition:** Kiwanis International believes children and pregnant women should have access to the nutrients they need to develop healthy brains and live healthy lives.

From prenatal to age 5, a child's brain grows at an astounding rate. But that development depends on access to key nutrients, including iodine. The Children's Fund provides grants to clubs, districts and global partners for activities that ensure a healthy start in life for children around the world.

- **Education and literacy:** Kiwanis International believes all children should have the support they need to become proficient readers and learners.

Worldwide, 250 million children lack basic literacy skills. In the U.S., 88% of students who fail to earn a high school diploma were struggling readers in third grade. When we help someone to acquire literacy skills, we are empowering them with better opportunities in life. The Children's Fund provides grants to support club and district literacy and education projects.

- **Youth leadership development:** Kiwanis International believes all youth should have the opportunity to grow into leaders and learn the value of service.

With access to leadership and volunteer opportunities, youth learn responsibility, self-discipline and respect. These are key factors in overcoming challenges such as peer pressure — and achieving academic success. The Children's Fund helps young people evolve into community leaders by supporting Kiwanis Service Leadership Programs with grants and scholarships.

## RECOGNITION

Generosity is an important part of donors' lives. That's why recognizing their kindness is important. In fact, the Kiwanis Children's Fund celebrates gifts in several ways. Learn more about donor recognition at [kiwanis.org/childrens-fund/give](http://kiwanis.org/childrens-fund/give).

## OPERATIONS

For each Kiwanis year (October 1–September 30), the Kiwanis Children's Fund Board of Trustees is appointed to oversee the administration of the Children's Fund. The board's responsibilities include:

- Development and implementation of a fundraising plan for the Children's Fund.
- The stability and growth of the Children's Fund via the cultivation of donor relationships and the solicitation of financial gifts from individuals, friends and businesses.
- The monitoring and distribution of funds from fundraising programs for grants worldwide.

The Kiwanis Children's Fund is managed by a staff (including the executive director and chief philanthropy officer) at the Kiwanis International office in Indianapolis, Indiana, U.S.

## RESOURCES FOR CLUBS AND DISTRICTS

The Kiwanis Children's Fund makes it easy for Kiwanians to help kids — and to spread the word about what we do. Kiwanis clubs, districts and foundations can turn to us for answers and assistance in key areas of expertise:

- **Fundraising:** We can offer strategies and advice for raising funds through individual and corporate giving, grant applications, planned giving and events. And when you tell us what works for you, we can pass along your best ideas to others.
- **Nonprofit management:** Operating a club or district foundation can be complicated. Bring us your questions and challenges. We'll help you identify answers, options and best practices to help you reach your goals.
- **Kiwanis grant programs:** Our staff is ready to answer your questions about the grant programs available to Kiwanis clubs and districts.
- **Speakers and presentations:** Whether it's presented by one of our volunteers or a staff member, the Children's Fund is ready to bring information and inspiration to club meetings and district events.

## KIWANIS CHILDREN'S FUND VOLUNTEER POSITIONS

The Kiwanis Children's Fund is driven by volunteer leaders who serve in two different roles at the district and area levels.

### AMBASSADORS

Ambassadors are appointed by the Children's Fund board for a three-year term. They serve at the area level, providing critical connections between district chairs, the Kiwanis Children's Fund Board of Trustees and Children's Fund staff. They are resources in fundraising and volunteer training.

### DISTRICT CHAIRS

District chairs are appointed by the Children's Fund to work at the district level. They are fundraisers and passionate advocates of the Children's Fund mission. They build and strengthen relationships with Kiwanians in their districts. District chairs represent the Kiwanis Children's Fund at district events and develop working partnerships with their district foundation, if one exists.



# THE POSSIBILITY PROJECT

Through the Kiwanis Children's Fund, just US\$2.25 is enough to address the needs of one child. In recent years, the number of clubs seeking funds for projects that help kids has grown nearly 10 times. So the Children's Fund is working to make the future better for 10 million children around the world by raising \$25 million.

It's called The Possibility Project — and it's the first fundraising campaign that solely supports Kiwanis clubs and the children we serve.

Clubs and individuals are encouraged to consider a gift that is personally significant and will help the most kids. It's easy to donate at [kiwanis.org/give](http://kiwanis.org/give). The webpage also presents other options, including a downloadable form to print and mail when paying by check, and opportunities for legacy, stocks or estate gifts.

## INSPIRE AND INFORM

As a Kiwanis leader and a Children's Fund advocate, you can set an example for fellow members. In addition to a gift, you can spread the word about The Possibility Project. Here are some things to know — and to share with members in your district and club.

- **Donor recognition.** Individuals who commit a minimum of US\$15,000 over three years are recognized through a new giving level, the Cornerstone Society. For other giving levels, the campaign uses existing recognition opportunities such as the George F. Hixson Fellowship for gifts of US\$1,000 and the Dr. Wil Blechman Fellowship for gifts of US\$2,500.
- **Club recognition.** A Kiwanis club that commits a US\$500 per-member average over five years is honored as an Impact Club, receiving a banner patch and recognition at Kiwanis International conventions, district conventions and other events. This money can be raised through club fundraisers, given annually by individual members for only \$8.33 a month (\$100 a year) or through your club or club foundation.
- **Volunteer opportunities.** Any member who wants to become a Children's Fund volunteer in their area should contact their local district chair volunteer — or reach out to a Children's Fund staff member at [childrensfund@kiwanis.org](mailto:childrensfund@kiwanis.org) or by calling (317) 875-8755, Option 2.
- **Online information.** A dedicated webpage for The Possibility Project is available at [kiwanis.org/thepossibilityproject](http://kiwanis.org/thepossibilityproject). Visitors will find campaign updates, donation information and links, and more.





# BRANDING & IMAGE

# BRANDING AND IMAGE

Kiwanians are the most effective advertisements for Kiwanis. That's why it's important to share the same message and visual style — and to share the Kiwanis story with one unified voice. For that reason, usage of the Kiwanis logo (our seal and wordmark) must be consistent. Find the current Kiwanis family logos at [kiwanis.org/logos](http://kiwanis.org/logos).

## LOCKUP

This is the logo combining the seal and wordmark. It's the one you'll see and use the most.



## WORDMARK

For flexibility, the wordmark and seal can be used together or separately. There are some cases where the wordmark alone will work best (e.g., pencils, small pins, embroidery, etc.).

**Kiwanis®**

## SEAL

The seal is the oldest and most traditional of our logos. The seal makes a classic statement (e.g., on tote bags, coffee mugs and t-shirts). On print materials, also put the wordmark or full lockup somewhere on the piece if space allows.



## PERSONALIZING THE BRAND

If a club in your district needs a customized logo, it's free and easy to get. Tell them to visit [kiwanis.org/branding](http://kiwanis.org/branding) and click the "Custom Kiwanis logos" button. Clubs can even get a special anniversary logo if they are celebrating a milestone! Do not decorate or customize the club or Kiwanis logo.





# MEDIA RELATIONS

Your district public relations coordinator has been trained in media relations. You might not always need to be your district's spokesperson, but if you do, here are a few tips.

## MEDIA PROTOCOL

When you receive a media call, follow these steps:

1. Find out what the reporter wants to know — and their deadline.
2. Identify a spokesperson. Kiwanis can be the spokesperson. Call us!
3. Schedule the interview.
4. Develop key messages: the three main points you want to make.
5. Develop and practice tough questions and answers. (See the section below.)
6. Participate in the interview.
7. Follow up with the reporter.
8. Inform stakeholders of pending coverage and report the outcome.



## KEY MESSAGES AND BRIDGING STATEMENTS

Your key messages are the main points you want to be sure the reporter remembers. Please see the PR Tips & Tools booklet for details on how to develop key messages.

The main thing to remember: Stick to three. That makes them stick in people's minds. Use these statements to "bridge" the conversation back to your key messages:

- *"Let me emphasize ..."*
- *"What's most important to know is ..."*
- *"However, the real issue here is ..."*
- *"If we look at the big picture ..."*
- *"And what this all means is ..."*
- *"Before we continue, let me emphasize ..."*
- *"This is an important point because ..."*
- *"What matters most is ..."*
- *And, as I've said before ..."*
- *"Let me just add that ..."*
- *"Before we leave the subject, let me add that ..."*
- *"And one thing that's important to remember is ..."*
- *"What I've said comes down to this ..."*
- *"While \_\_\_\_\_ is important, it is also important to remember ..."*
- *"What's key here is ..."*

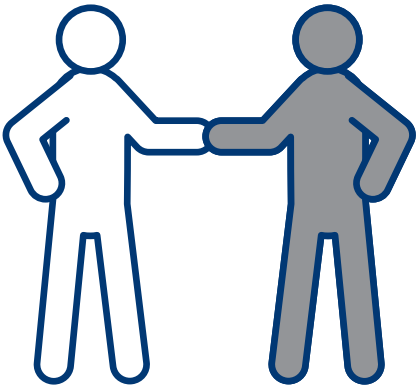


## SOCIAL MEDIA RESPONSE GUIDELINES

WHAT YOU SEE, HEAR OR READ	ACTION
A site that is dedicated to bashing, degrading or posting hateful speech has posted about Kiwanis, a Kiwanis program or a Kiwanian.	<b>Do not respond.</b>
Someone has begun an angry outburst or made an off-color joke.	
Someone has made a post, satirical or not, ridiculing an individual or a group of people.	
WHAT YOU SEE, HEAR OR READ	ACTION
Someone has posted a negative comment based upon incorrect facts.	<b>Respond with caution.</b> <ul style="list-style-type: none"> <li>• Write a response. Send your response as a private message.</li> <li>• Show a desire to rectify the situation, if possible.</li> <li>• Give correct facts.</li> <li>• Include links to sources, if possible.</li> <li>• Take note of the situation.</li> <li>• Work toward a reasonable solution for all parties.</li> <li>• Involve Communications, Membership or Member Services, as appropriate.</li> </ul>
Someone is unhappy with Kiwanis International.	
Someone is unhappy with Kiwanis in general.	
A member is unhappy with Kiwanis.	
WHAT YOU SEE, HEAR OR READ	ACTION
Someone posts a positive comment or message about Kiwanis International.	<b>Feel free to respond. No response is necessary, but you could:</b> <ul style="list-style-type: none"> <li>• Thank the author for the favorable post.</li> <li>• If the post is positive, yet Kiwanis International disagrees with the author, work toward concurrence.</li> <li>• Share a relevant Kiwanis story that adheres to the mission of Kiwanis.</li> </ul>

# RESPONSE CONSIDERATIONS

TRANSPARENCY	<p>Disclose your connections, including, if applicable:</p> <ul style="list-style-type: none"><li>• Your club membership.</li><li>• Volunteer responsibilities or leadership roles within your club.</li><li>• Volunteer responsibilities or leadership roles with Kiwanis Service Leadership Programs.</li></ul>
SOURCING	<p>Cite your sources by including links, video images or other verifiable references.</p>
TIMELINESS	<p>Take as much time as you need to respond thoughtfully. Consult colleagues for an alternative perspective if necessary.</p>
TONE	<p>Respond in a tone that reflects highly on Kiwanis and our rich history. Responses should be:</p> <ul style="list-style-type: none"><li>• Kind.</li><li>• Respectful.</li><li>• Helpful.</li></ul>
INFLUENCE	<p>Consider the blog or post to which you are responding. How many people will see the response? Prioritize your responses based upon the audience and reach of the comments.</p>



## COMMUNICATE TO CONNECT



### STOP!

- STOP what you're doing (no reading the paper, changing the oil, typing, texting, watching TV, feeding the dog, doing your hair, etc.).
  - STOP talking aloud and to yourself.
  - STOP worrying about your feelings.
  - STOP and take a breath.
  - STOP interrupting.
- 



### LOOK!

- LOOK and focus on the speaker; make eye contact.
  - LOOK for the non-verbal cues and note what's being said.
- 



### LISTEN!

- LISTEN with your ears to hear the message.
  - LISTEN with your heart to more closely understand the message.
  - LISTEN to the silence and don't fill in the blanks.
- 



### THINK!

- THINK about the verbal and non-verbal cues.
  - THINK about the conversation differently by putting yourself in his/her position.
  - THINK about the message with an open mind. How far CAN you open your mind?
- 



### RESPOND!

- RESPOND by reflecting, paraphrasing and repeating YOUR perception of what was said.
- RESPOND by asking questions to clarify.
- RESPOND by acknowledging the other person's feelings.
- RESPOND by being patient.
- RESPOND with "ands" instead of "buts" to avoid defensiveness.
- RESPOND by giving appropriate feedback — be fair and objective.

## OVERCOMING NERVOUSNESS

BUTTERFLIES	Eat lightly before a media interview; drink water without ice.
DRY MOUTH	Bite your tongue lightly. It will cause you to salivate.
HIGH VOICE	Breathe and drop your jaw to relax the voice muscle. Practice speaking out loud with a pencil between your teeth to strengthen the laryngeal muscles and lower a high-pitched voice.
KNOCKING KNEES	Stand with your feet slightly apart and your knees slightly bent. Avoid rocking back and forth or side to side.
MIND BLANKS	Make eye contact. Take a moment to breathe! Blanking can be caused by a deprivation of oxygen to the brain.
OPENING JITTERS	Know your most important message perfectly. Say it with power.
SHAKY HANDS	Dig a thumbnail deep into your palm. Hold it for a few moments. When you stop, the hand will relax and you can hold a prop or pointer without shaking.
SHAKY VOICE	Pause, take a breath and deliver your key messages with conviction. It will push you through the shaky voice phase at the beginning of a media interview.
SHORTNESS OF BREATH	This is the result of shallow breathing from the chest. Breathe deeply from your abdomen. Take a breath before you begin the interview. Pause and breathe at the end of a thought.
SWEATY PALMS	Keep a handkerchief in your pocket.
TALKING TOO FAST	Pause! Breathe and count silently at the end of a thought.

## MORE TRICKS

- Before an interview, roll your neck, swing your arms and stretch.
- Take a deep breath, hold it and let it out slowly.
- Use adrenaline to your advantage. It can make you sharper and quicker.







# POLICIES & PROCEDURES



# POLICIES AND PROCEDURES

This is a collection of policies and procedures relevant to the governor-elect roles and responsibilities. A full list of policies and procedures can be found at [kiwanis.org](http://kiwanis.org).

## PROCEDURE 204 – DISTRICT STATUS

### 204.1 – Minimum Requirements for Good Standing

A district shall be deemed to be in good standing when the following conditions are met: (4/16)

- A. The district has adopted the Standard Form for District Bylaws, modified only as approved by the Kiwanis International Board, and the district is compliant with all aspects of the Kiwanis International Bylaws and policies. (4/16)
- B. The district is actively engaged in introducing Kiwanis clubs into new communities each year. (4/16)
- C. Districts are not required to submit audited financial reports or third-party review reports, but rather shall provide unaudited or reviewed financial reports certified by the district, district foundation, or Key Club or Circle K District as accurate and shall submit a certification signed by the Governor, District Secretary and, if applicable, the Key Club or Circle K District Administrator that they have complied with all governmental requirements in their respective locations. (10/23)
- D. The district is current with all requirements of annual reporting to Kiwanis International including report of the district's annual convention and the most recent copy of the district's bylaws and policies. (10/23)
- E. The district has complied with Kiwanis International policies on criminal history background checks for all required district positions. (10/18)
- F. The district and its clubs are actively engaged in community service projects and programs that support youth and children. (4/16)
- G. The district fills the offices of Governor, Governor-elect, Vice-Governor (if any), Secretary, and Treasurer with proper elections or proper appointments to fill vacancies in accordance with their bylaws. (10/18)

The Board shall annually review the good standing status of each district in the first month of the administrative year. (4/19)

*Proviso: Per action by the Kiwanis International Board on January 19, 2023, the requirements of Procedure 204.1.d are temporarily adjusted so that, for fiscal year 2022-23 and previous fiscal years, districts, district foundations, and Key Club and Circle K districts are not required to submit audited financial reports or third-party review reports, but rather shall provide financial reports certified by the district, district foundation, or Key Club or Circle K district that the reports are accurate and that the district's governmental reporting is in compliance with laws and regulations of local jurisdiction.*

### 204.2 – District Not in Good Standing

If a district does not meet the minimum requirements for good standing, the Executive Director shall notify the Board of Trustees and the district that the district is not in good standing. The district shall then have thirty (30) days to correct any matters of noncompliance or to present an

acceptable plan to correct such issues within a reasonable period of time. The district shall be considered not in good standing during such interim period. (10/18)

Any district deemed to not be in good standing shall not be eligible for the following:

- A. Funding through any Kiwanis International grant programs or other means of financial support
- B. Funding through any Kiwanis Children's Fund grant programs
- C. Ability to receive awards or recognition via Kiwanis International distinguished programs or other recognition programs or contests. (10/19)

### 204.3 – Rights and Services

Kiwanis International will provide Kiwanis nations, provisional districts, and districts with services in accordance with their respective status. The Kiwanis International Board may authorize special services to assist Kiwanis nations and provisional districts. In general, appropriate services and support will be available as delineated below: (4/16)

- A. **All Kiwanis Clubs:** All Kiwanis clubs worldwide shall receive:
  - appropriate materials in one of the languages approved by the Board;
  - access to office-based staff;
  - leadership education in administrative processes;
  - one copy of KIWANIS magazine or approved substitute publication;
  - access to purchase Kiwanis merchandise as provided through vendors or other third party arrangements;
  - recognition for achievement in Kiwanis International programs; and
  - services of the district or regional structure as appropriate. (4/16)
- B. **Kiwanis Nations:**
  - Each Kiwanis nation may have a sponsoring district or region designated by Kiwanis International to provide education and administrative support to the clubs and members of the Kiwanis nation. (4/17)
  - Staff may be deployed and other special services provided (such as recruitment and training) to determine the potential for creating a provisional district. (4/16)
- C. **Provisional Districts:** In addition to the above, provisional districts will receive: (2/05)
  - Invitation to the District Chair to attend the governors-elect education meeting(s) required by Kiwanis International, as well as designated meetings for growth and training provided by Kiwanis International; (4/16)
  - Invitation to the District Chair or Governor to attend Kiwanis International Council meetings (if any are held) as a guest with the right to participate in debate but without the right to vote. (6/20)
  - Designation by Kiwanis International of a sponsoring district. (4/17)
  - The Kiwanis Asia-Pacific Chair/Kiwanis International-European President may request additional support for provisional districts, including, where appropriate, a site visit/ education workshop to be conducted with provisional district leaders. (4/17)

D. **Districts:** In addition to the above, districts will receive:

- Delegate-at-large status at the Kiwanis International Convention for the current governor and three (3) most recent past District Chairs or Governors prior to district status;
- Assignment of a Kiwanis International Board counselor;
- Invitation to the District Governor to attend Kiwanis International Council meetings (if any are held) as a voting member (in accordance with the Bylaws); and
- Such other rights and privileges as may be specified in the Bylaws, Policies, and Procedures of Kiwanis International. (4/16)

## 204.4 – Restrictions

- A. **Amendments:** Amendments to the Kiwanis International Bylaws may not be proposed by a provisional district or Kiwanis nation. (4/16)
- B. **Delegate Status:** Except as provided under Procedure 204.2, current or past leaders of provisional districts or Kiwanis nations, by any title, may not have the status of delegates-at-large at the Kiwanis International Convention. Current or past lieutenant governors of provisional districts, by any title, may not represent a club other than his/her own club at the Kiwanis International Convention. (4/16)

## PROCEDURE 220 – DISTRICT STANDING COMMITTEES AND KEY POSITIONS

### 220.1 – Standing Committees (6/15)

- A. Kiwanis International requires the following district standing committees, which shall be appointed by the district: (10/22)
  1. **Bylaws and Policies** shall examine the district's bylaws, policies, and procedures and shall submit any necessary or recommended revisions to the district board; shall cooperate with the board in drafting proposed amendments; and shall report on all properly proposed amendments to the district bylaws. The committee shall also cooperate with the board in interpreting the spirit of the district bylaws when necessary and in securing the proper observance of obligations, standards, and practices stated or implied. (4/12)
  2. **District Convention** shall assist the district board in implementing the official program and order of business for the conventions of the district. (6/15)
  3. **Finance** shall prepare a budget of estimated income and expenditures for submission to the district board; receive and review the annual audit; periodically review any financial reports prepared by the treasurer; and perform such other duties as may be requested by the district board. (6/15)
  4. **Human and Spiritual Values** (in districts where appropriate) shall encourage the clubs to cooperate on broad nondenominational lines to create a greater public consciousness of the importance of human and spiritual values. (6/15)
  5. **Kiwanis International Convention** shall assist in promoting attendance and participation in the annual Kiwanis International Convention. (4/12)
  6. **Key Leader** (in districts where appropriate) shall recruit and train a volunteer team to market the Key Leader program throughout the district; work with Kiwanis International Staff to recommend dates and locations for successful events within the

district; and appoint and support the site coordinator for each district event. Note: The Key Leader chair should have experience working with teens, as well as good communication and technology skills, and must be able to attend the annual Key Leader regional training conference organized by Kiwanis International. Key Leader chairs are asked to serve a calendar year, since most events take place in October and November. (4/12)

7. **Leadership Development and Education** shall assist the district leadership in developing meaningful educational and training experiences for all Kiwanians at district conventions and conferences, organize and/or promote operations and leadership programs for incoming district and club officers, and promote continuing Kiwanis education within each club. The committee chair shall be the Leadership Development Coordinator. (6/15)
  8. **Service** shall assist clubs in the district in rendering effective service in their communities. (4/12)
  9. **Resolutions** shall review all proposed resolutions for consideration and recommendation to the district board and shall draft any resolutions directed by the district board. The Resolutions Committee may modify, combine, edit, or not accept any club proposals. The District Board shall have final authority on resolutions to be considered at the convention. (6/15)
- B. **Committee Composition:** A standing committee may be composed solely of a chairperson. (6/15)
- C. **Terms:** Each standing committee shall serve for a term of one (1) year, but may serve multiple consecutive terms. Most committees, with the exception of the service leadership programs committees shall begin their terms of office on the first day of October and assume responsibilities on January 1. (10/22)

## 220.2 – Service Leadership Programs Administrators

- A. Districts whose clubs sponsor Service Leadership Programs (SLPs) may also have the relevant SLP Administrators with these duties. (10/22)
1. **Aktion Clubs** shall assist Kiwanis clubs and divisions in establishing Aktion Clubs in conjunction with community agencies or organizations that serve the needs of people with disabilities and shall promote the concept of continuing and effective sponsorship upon the part of the sponsoring Kiwanis club(s). (1/01)
  2. **Builders Club** shall assist Kiwanis clubs in establishing Builders Clubs in junior high/ middle schools and shall promote the concept of continuing and effective sponsorship upon the part of the sponsoring Kiwanis club. (1/92)
  3. **Circle K** shall be responsible for the proper carrying out of the Circle K District organization's administrative functions in accordance with the Kiwanis district board's approval. (1/92)
  4. **Key Club** shall be responsible for the proper carrying out of the Key Club District organization's administrative functions in accordance with the Kiwanis district board's approval. (1/92)
  5. **K-Kids** shall assist Kiwanis clubs in establishing K-Kids clubs in primary/elementary schools and shall promote the concept of continuing and effective sponsorship upon the part of the sponsoring Kiwanis club(s). The committee also shall promote the Bring Up Grades (BUG) and Terrific Kids programs to Kiwanis clubs in the district. (6/15)

- B. **Appointment:** The district governor shall appoint each SLP district administrator, subject to approval by the district board. (10/22)
- C. **Terms:** The SLP Administrators shall be appointed by December 1 and shall assume responsibilities for these programs on April 1. However, the terms of Key Club and Circle K Administrators shall begin at the conclusion of their respective district conventions and continue to the conclusion of their succeeding convention or until their successors shall be approved. For greater continuity and efficiency, SLP Administrators are encouraged to serve consecutive terms, for such length of time as determined by the district. (10/22)
- D. **Committee Assistance:** An SLP administrator may have a committee to assist them with district operations. If so, committee members shall be reported to Kiwanis International. Any action taken by these committees shall be subject to review and the authority of the current Kiwanis district board of trustees under the bylaws and policies of the district. (10/23)
- E. **Code of Ethics and Conduct:** All SLP district administrators are expected to conduct themselves according to the highest ethical, professional, and moral principles. Each administrator shall annually confirm, by signature, that they have read, understand, and accept the specific standards of conduct expected by Kiwanis International. Alleged violations of these standards shall be reported to the Designated Director of Kiwanis Youth Programs, who, in their discretion may also inform the Kiwanis International Board Executive Committee. (10/23)
- F. **Removal:** An SLP administrator may be removed by either the district governor or by Kiwanis International at its sole discretion. If a district administrator believes they were improperly removed pursuant to a decision made by Kiwanis International, they may request an appeal with the Appeals Committee as set forth elsewhere in procedures. (10/23)
- G. **Annual Meeting with Key Club and Circle K Administrators:** Each Key Club District Administrator and Circle K District Administrator shall hold an annual meeting, either in person or virtually, with Kiwanis International staff and the District Youth Protection Manager to discuss respective Key Club and Circle K district events and activities and the status of the respective district Key Club and Circle K programs. (10/22)

### 220.3 – District Key positions

Kiwanis International also requires and shall significantly support the following key positions in districts, which shall apply to all districts unless otherwise noted. Key positions shall be selected by the districts, upon approval by Kiwanis International. (6/15)

Appointees should have previous experience in their subject area; are requested and strongly encouraged not to simultaneously hold other Kiwanis leadership positions above the club level; and are encouraged to serve multi-year commitments of three years unless otherwise noted. (6/15)

Key positions may have a committee to assist them, if the district deems appropriate, appointed at the discretion of the district board. (6/15)

Other details regarding key positions shall be determined by Kiwanis International and stated in the respective position descriptions. (6/15)

#### A. Risk Manager

Risk Managers should be appointed in all North American districts. (6/15)

The Risk Manager will instruct clubs on how to avoid or minimize risk and communicate regularly with Kiwanis International. This person should have a background in property or casualty insurance. (6/15)

**B. Youth protection Manager**

Youth Managers should be appointed in all districts which have Service Leadership Programs for youth. (6/15)

The Youth Protection Manager will instruct clubs on how to help protect the youth served by Kiwanis clubs and their service leadership programs and communicate regularly with Kiwanis International. This person should have a background in youth training, education, or law enforcement. (6/15)

**C. Leadership Development Coordinator**

The Leadership Development Coordinator is responsible for implementation of the education, training, and leadership development of club presidents and secretaries in the district using programs established by Kiwanis International. This person may have a role, at the district's discretion, in educating or training other leaders such as Lieutenant Governors and Trustees. (6/15)

**D. Public Relations Coordinator**

The Public Relations Coordinator is responsible for guiding and assisting clubs with public relations via various media and ensuring adherence by clubs and the district to the branding guidelines established by Kiwanis International. (6/15)

**E. Membership and Engagement Coordinator**

The Membership and Engagement Coordinator is responsible for providing direction and support for opening new clubs and encouraging membership engagement in existing clubs via guidelines established by Kiwanis International. This coordinator will work in collaboration with Area Coordinators appointed by the Kiwanis International President and with Kiwanis International Staff. (Rev. 4/18, effective 10/18)

**220.4 – Kiwanis Children's Fund**

Each district in the U.S. and Canada shall also have a chair for the Kiwanis Children's Fund. The duties, term, selection process, and other details related to this position shall be determined by the Kiwanis Children's Fund Board and communicated to the districts. (4/18)

**220.5 – Additional Standing Committees and/or Key Positions**

Districts may have additional standing committees and/or key positions beyond those mandated by Kiwanis International, provided each is approved by the district's House of Delegates and stated in the district's bylaws. (6/15)

**PROCEDURE 222 – LEADERSHIP EDUCATION****222.1 – District Education Conference**

The governor-elect has the responsibility to select the faculty of and implement the District Education Conference for Incoming Lieutenant Governors. If held at the district convention, the governor shall delegate to the governor-elect the responsibility for implementation of the conference and assure that adequate time and facilities are provided. (6/91)

**222.2 – Club Officers Education**

The governor-elect has the responsibility to assure the implementation of all Club Officers Education. Such conferences shall be held by each lieutenant governor-designate, assisted by a Certified Kiwanis Instructor. (6/91)

**222.3 – Education Programs and Forums at the District Convention**

The governor shall delegate to the governor-elect the responsibility of implementing the



leadership education programs and forums at the district convention, and the governor shall assure that adequate time and facilities are provided. (1980)

## **PROCEDURE 223 – RESPONSIBILITIES OF THE DISTRICT GOVERNOR-ELECT**

### **223.1 – Agreement to Fulfill Duties of Office**

Upon announcement of candidacy for governor-elect, candidates shall enter into an agreement with Kiwanis International whereby, if successful, the candidate agrees to fulfill the duties of office, as stipulated by Kiwanis International. The terms of such agreement must be fulfilled in order for the candidate to serve as governor of the district. (10/22)

### **223.2 – Duties**

The governor-elect shall: (10/22)

- A. Fulfill the responsibilities of governor-elect as defined in the Bylaws, Policies, and Procedures of Kiwanis International and in the district bylaws, and support the governor in his/her role. (10/22)
- B. Attend all governors-elect meeting(s) required by Kiwanis International. (1/00)
- C. Attend the Kiwanis International convention and the meeting for governors-elect held at that convention. (10/96)
- D. Organize the training of the incoming lieutenant governors and district committee chairs and monitor those individuals through the year to assure performance of responsibilities. (10/90)
- E. Be responsible for implementing the Club Officer Education programs. (1/00)
- F. Be responsible for education programs and forums at the district convention. (10/96)
- G. Develop a membership growth plan, including specific targeted sites for new club building, and provide it in writing to the Kiwanis International president-designate prior to the start of the administrative year. (2/95)

## **PROCEDURE 224 – RESPONSIBILITIES OF THE DISTRICT GOVERNOR**

The governor shall: (10/22)

- A. Fulfill the responsibilities of governor as defined in the Bylaws, Policies, and Procedures of Kiwanis International and in the district bylaws. (10/96)
- B. Develop a growth plan for the district and supervise the implementation of that plan. (10/90)
- C. Actively promote the participation of clubs in the Objects, Goals, and programs of service, including Young Children: Priority One. (10/96)
- D. Attend and participate fully in the Kiwanis International convention. (10/96)
- E. Promote prompt payment of district and club financial obligations to Kiwanis International, the district, and the federation (if any), and follow-up on any delinquencies. (5/93)
- F. Promote 100 percent filing of annual club reports. (10/90)
- G. Actively promote the sponsored programs of Kiwanis International (where applicable) and assure proper supervision of those programs on a local, divisional, and district level. (5/93)

- H. Attend the regional conference for district governors. (10/90)
- I. Encourages the promotion of the Kiwanis Children's Fund by the district chair. (Applies to districts in the U.S. only.) (1/13)
- J. When applicable, plan and make arrangements for the official visit to the district by the Kiwanis International president. (5/93)
- K. Plan and develop the program for the district convention and midyear conference, and delegate to the governor-elect the responsibility of implementing the leadership education programs and forums at the district convention, with the governor assuring that adequate time and proper facilities are provided. (5/93)
- L. Assure that the Kiwanis International Board is kept abreast of district developments. (7/07)
- M. At the district convention, ensure that the Kiwanis International Board Counselor has adequate time to present the message from Kiwanis International, to discuss any problems or concerns, and to provide counseling to members in attendance. The Kiwanis International Board Counselor should receive the courtesies appropriate to a representative of the Kiwanis International president. (5/93)
- N. Promote attendance at the Kiwanis International convention. (5/93)

## **POLICY B.17 – CONDUCT WITH YOUTH**

Kiwanis will provide youth with the highest quality services and leadership guidance available. Kiwanis is committed to creating an environment for youth that is safe, nurturing, and empowering, and that promotes growth and success. (1/20, effective 5/20)

Kiwanis will not tolerate any form of abuse or harassment against any youth. All reports of suspicious or inappropriate behavior with youth or allegations of abuse or harassment will be taken seriously. Kiwanis will cooperate fully with authorities if allegations of abuse are made that require investigation. No youth will be discriminated against on the basis of race, color, creed, national origin, sex, age, religion, sexual orientation or gender identity. All Kiwanis volunteers will agree to follow all requirements and guidance of all Kiwanis Service Leadership Programs. (1/20, effective 5/20)

## **PROCEDURE 432 – YOUTH PROTECTION GUIDELINES (10/23)**

All adults working with youth under the age of 18 at any Kiwanis event are expected to read, understand, agree to and abide by these guidelines. (1/13)

### **432.1 – Education**

Every Kiwanis club is expected to inform and educate its members on these guidelines, best practices, and what individuals must do when aware of youth in potentially harmful situations. This education must occur annually, including providing a copy of these guidelines to each club member. (1/13)

Every Kiwanis district is expected to provide an educational forum or workshop at every district-produced convention and conference on guidelines and best practices for adults working with youth, using materials provided by Kiwanis International. (1/13)

### **432.2 – Chaperone**

A chaperone is defined as a Kiwanis member, faculty member, parent, legal guardian, or person who is in loco parentis, twenty-one (21) year of age or older, who has been approved by the school or agency and registered with the school or agency to accompany the youth members at the specific event. (1/13)

- A. **Single-Day Events.** A minimum of one adult per 50 students must be serving as chaperones during the entirety of a single day event. (10/23)
- B. **Overnight Stays.** While attending a Kiwanis event that requires overnight stay in a hotel or camp/conference setting, adequate adult chaperoning is expected and must include no fewer than one adult male for each ten or part of ten youth males, and one adult female for each ten or part of ten youth females. All district administrators and chaperones must stay in the same hotel as the youth attendees. Except for a parent sharing a sleeping room or other sleep quarters (e.g., tent) with his/her own child, no adult should share a hotel or dormitory sleeping room or other sleeping quarters with a youth. In the event that sleeping quarters consist of multiple beds, such as a bunkhouse or camp cabin, adults may share the sleeping quarter with youth members of the same gender, provided that two or more adults are present. (10/23)
- C. **Background Checks.** Criminal history background checks shall be required for all chaperones, conducted as stated in Kiwanis International policies. (10/23)
- D. **Other Requirements.** Additionally, chaperones must follow all applicable policies and procedures. (10/23)

### 432.3 – Transportation

When transporting youth, the best practice is the “rule of threes,” with at least three people in the vehicle at all times, along with documented approval from a parent or guardian for the transportation arrangements. When both of these conditions cannot be met, one of them should be. All transportation decisions should be made in accordance with local laws and school policies. (Rev. 4/16, effective 6/16)

### 432.4 – Use of Alcoholic Beverages, Tobacco, Marijuana, and Other Substances

While attending any Kiwanis event that is produced primarily by or for the benefit of youth, adults are expected to refrain from using or being under the influence of alcoholic beverages, tobacco, and/or marijuana products, even if prescribed for medicinal use. In addition, the use and/or possession of illegal drugs or the improper/illegal use of legal drugs is prohibited. (06/16)

### 432.5 – Medications

The possession of prescription and nonprescription medications by youth at a Kiwanis event should be permitted only by the written permission of the parent/guardian. (1/13)

### 432.6 – Reporting

If a Kiwanian observes troubling behavior involving a youth at a Kiwanis event or becomes aware of a situation that is illegal or potentially unsafe for a young person at a Kiwanis event, he/she must immediately contact the appropriate personnel at the event, as well as provide notification to law enforcement personnel as appropriate. All local, state, provisional and federal laws regarding reporting must be followed. If the Kiwanian becomes aware of the troubling behavior after the event, he/she must contact leaders of the event and provide notification to law enforcement personnel as appropriate. Kiwanis International maintains a 24-hour confidential helpline which can be used if someone thinks a youth has been harmed or their safety and well-being are at risk: 1-866-607-SAFE. (10/23)

### 432.7 – Personal Information

All documents bearing personal information of any youth attending a Kiwanis event, including registration forms, medical information forms, permission to treat forms, etc. should be treated as confidential. Processes that protect this information must be created, including minimizing the number of people who have access to any such documents. The documents shall be

maintained a minimum of three years or longer, as may be required by applicable state/provincial laws and regulations. After the maintenance period has expired, the documents shall be destroyed in a way that maintains confidentiality, such as shredding. The disposal and destruction of all confidential information shall conform to applicable state/provincial laws and regulations. (1/13)

### 432.8 – Youth and Social Media

For any social networking site that involves requesting a connection (such as inviting someone to be a friend on Facebook), adults should never initiate such connections with youth. If a youth requests such a connection from a Kiwanian, he/she should use their best judgment in responding. Adults should treat their interaction with youth on social networking sites as though the interaction were occurring in public, in front of other adults and young people. In other words, if it would not be appropriate to say something to a young person in public, it should not be said as a comment on a social networking site either. Kiwanians should refrain from interactions that can be seen as excessive (such as constantly “liking” or commenting on a person’s posts on Facebook). Prior to posting any media online, such as photographs, obtain permission from any and all individuals (or parents for minors) that appear in that media; it could be illegal to do otherwise. (1/13)

See Kiwanis International Policy B for complete social media guidelines. (4/12)

### 432.9 – Behavioral or Health Issues

Kiwanians are often seen by a young person as adults to trust with personal and/or sensitive information. Kiwanians should refrain from counseling youth and should instead find, or assist the young person in finding, appropriate expert assistance. (1/13)

### 432.10 – Conflicts with Other Rules

Whenever these guidelines conflict with local school policies or rules, or local state/provincial, or national laws or regulations, the highest applicable standards for conduct shall prevail. (1/13)

## POLICY B.19 – SOCIAL MEDIA GUIDELINES

All Kiwanis International Board members, district governors, governors-elect and lieutenant governors and candidates for those positions shall adhere to the following guidelines when posting to a blog, making comments online or using Facebook, Twitter, Instagram, YouTube, LinkedIn, Flickr or any other tool that falls within the social media realm. (1/22)

Recognizing that the individual actions of each Kiwanis club member reflect upon the entire organization, the board urges all districts and clubs to adopt a similar policy and for all Kiwanis members to abide by these guidelines. (10/10)

- A. Be aware that you are responsible, legally and morally, for what you say and post online. (10/10)
- B. Do not post any items that promote, endorse, or condone violence. (10/20)
- C. Do not post any items that promote, endorse, or condone discrimination on the basis of race, color, creed, national origin, age or sex, including sexual orientation and gender identity. (10/20)
- D. Remember that your audience may include Kiwanis family members and nonmembers, both adults and youth, from many cultures throughout the world. (10/10)
- E. Talk about your Kiwanis experience in positive terms. (10/10)
- F. Make it clear that you are speaking only for yourself and any views posted are yours alone. (10/10)

- G. Online conversations should be open, honest, and honorable. (10/10)
- H. Do not post any items, make any comments, or share any material that would be inappropriate for children to read, view or share. (10/10)
- I. Add value to the conversation. (10/10)
- J. Know when to respond. You may disagree with a post, but never fight or air grievances online, and don't get caught up in someone else's rant or rage. (10/10)
- K. Do not use foul language. (10/10)
- L. Don't speak of others in derogatory or degrading terms. (10/10)
- M. Prior to posting any media online, obtain permission from any individuals who appear in that media. (10/20)
- N. Adhere to copyright and fair use. (10/10)
- O. Use factual information and cite sources. (10/10)

All Kiwanis International Board members, district governors, governors-elect, and lieutenant governors and candidates for those positions shall agree that, if Kiwanis International staff, led by the Executive Director, in its sole discretion, requests that an individual remove a post for violating the social media policies set forth above, the individual shall promptly remove the post. If the individual disagrees with Kiwanis International staff's decision to remove a post, the individual may appeal the decision to the Risk Management Committee of the Kiwanis International Board, which Committee will then make a recommendation to the Kiwanis International Board and the Board shall then determine the matter. The individual must remove the post while the appeal is pending. Failure to remove the post when requested by Kiwanis International staff subjects the individual to discipline by the Kiwanis International Board, including but not limited to immediate removal from office or the right to run for office. (1/22)

The Kiwanis International Board may also elect, at its sole discretion, to prevent any individual from becoming or continuing as a candidate for any post made within five years of becoming an official candidate which promotes or condones violence or is racist or sexist, regardless of whether or not the post is removed. (1/22)

Kiwanis International staff will review posts that come to their attention but have no duty to affirmatively review posts by any Kiwanis International Board member, district governor, governor-elect, lieutenant governor, candidates or other members. (1/22)





# DISTRICT POSITION DESCRIPTIONS



# MEMBERSHIP COORDINATOR

The district membership coordinator is responsible for membership growth in the district and for providing direction and support for club opening and membership strengthening. This position collaborates with the district leadership team to develop goals and objectives for inviting and retaining members.

CURRENT LEADER	TERM END DATE	POSSIBLE SUCCESSORS

## QUALIFICATIONS

- Membership in a club that has maintained or increased its membership.
- Club opening experience through a club opening event.
- Capable of maintaining positive working relationships.
- Strong communication and support abilities.
- Developing, presenting and delivering strategic program plans.
- Enhancing others' skills and productivity.
- Well-versed and qualified in conflict management.
- Sales background.

## ATTRIBUTES AND SKILLS

- Commitment to the district's membership goals, plan and strategies.
- Knowledgeable in club opening and club coaching resources, both through the district and Kiwanis International.
- Effective communicator and facilitator.
- Sound judgment as well as a positive and enthusiastic attitude.
- Skillful and diplomatic when working with volunteers, potential new members and community leaders.
- Effective team-building skills.
- Firm, decisive and pragmatic.
- Proficiency in the use of spreadsheets, word processing software, presentation software as well as email, calendar and management tools
- Time management skills.



## YOUR RESPONSIBILITIES

### Build and develop a team

- Recruit and train a team of club openers and coaches in the district.
- Participate in regular team meetings and conference calls.
- Motivate, coach, recognize and reward team members.
- Provide communication, direction and leadership to team members.

### Club opening

- Coordinate club opening efforts within the district, including club opening events.
- As appropriate, coordinate a club-opening event with a Kiwanis International club opening specialist.
- Direct and support club-opening and membership initiatives in the following activities:
  - Collaborate with lieutenant governors in selecting division-team members for growth efforts.
  - Appoint and appropriately report club coaches and club openers to the area coordinator.
  - Arrange date and location of training for the district membership team in concert with the Kiwanis International area director.
  - Assist in developing and implementing region and/or division membership plans for club opening.

### Club strengthening

- With Kiwanis International and district leaders, develop supporting goals, strategies, plans and budgets to promote membership-strengthening within the district.
- Collaborate with lieutenant governors in identifying clubs for coaching efforts.

### To the district

- With the assigned Kiwanis International area director, coordinate efforts within the district to ensure that the membership goals and strategies align.
- Provide regular membership progress reports to appropriate personnel.
- Ensure coordination with Kiwanis International and the district leadership.
- Identify, address and resolve district membership team issues.
- Manage budget and expenses related to Kiwanis International district membership support.
- Coordinate and/or conduct membership and new club opening education forums at regional and district events.
- Ensure appropriate recognition is provided at district conventions and meetings, as well as in district publications.

### Commitments

- Service for three years.
- Attendance at on-site training hosted by Kiwanis International or in the area.
- Ability, availability and willingness to travel.
- Ability to invest significant amount of Kiwanis time.

This is a voluntary position. We appreciate your dedication to Kiwanis and your community.

# LEADERSHIP DEVELOPMENT COORDINATOR

Provide strategic direction of classroom education programs within the district on behalf of Kiwanis International.

CURRENT LEADER	TERM END DATE	POSSIBLE SUCCESSORS

## POSITION DESCRIPTIONS

### POSITION RESPONSIBILITIES

- Work closely with Kiwanis International staff to achieve the strategic objectives of the education programs and design leadership education opportunities within the district.
- Ensure consistency in education programs and delivery.
- Coordinate the calendar and facilitator assignments for club president and club secretary education.
- Serve as the liaison between certified instructors and Kiwanis International.
- Facilitate the Train the Trainer program, as requested.
- Evaluate instructors annually, using the established process.
- Conduct classroom education sessions for club president education, club secretary education and others (as applicable).
- Be a positive, enthusiastic facilitator who uses the required curriculum approved by Kiwanis International.
- Act as representative of the district and Kiwanis International.
- Participate in an annual evaluation process.
- Develop ideas to enhance leadership development training.

### QUALIFICATIONS

#### Kiwanis requirements

- Previous experience as lieutenant governor or higher preferred.

#### Experience

- Previous adult education instruction/facilitation.
- Ability to work as part of a team.
- Strong interpersonal skills.
- Ability to adapt in a group setting.
- Ability to lead and engage adults in an interactive learning environment.
- Capable of maintaining positive relationships.
- Excellent written and oral communication skills.
- Management experience a plus.

#### Skills requirements

- Microsoft Office Suite products, with proficiency in PowerPoint.
- Ability to use basic functions in SharePoint.
- Current facilitation technology, including an LCD projector and laptop.

#### Other requirements

- Kiwanis family experience a plus.
- Weekend and evening work.
- Three-year commitment.
- Email and internet proficiency.

# RISK MANAGER

CURRENT LEADER	TERM END DATE	POSSIBLE SUCCESSORS

## RESPONSIBILITIES

Communicate the basics of the liability insurance program to members in the manager's district. Provide club risk-management training and club safety coordinator training. Communicate district issues and activities to the Kiwanis International risk manager.

## DUTIES

- Learn and understand the contents of the Club Insurance Resource Guide and Optional Insurance Resource Guide, serving as a resource for the clubs on both.
- Provide answers to basic questions and instruct the clubs how to use the materials provided.
- Serve as a resource for clubs in the district, providing information and possibly training to the club safety coordinators and clubs. Submit risk-management articles for the district bulletin and conduct workshops at the district convention.
- Advocate for the risk-management program in the district, working closely with the district volunteer leaders and staff to mitigate liability issues.
- Help clubs identify a safety coordinator and ensure the club safety coordinator is familiar with the Club Insurance Resource Guide and uses it in the planning of club events.
- Work closely with the district youth protection manager on mitigating risk.
- Regularly communicate with Kiwanis International's corporate risk officer regarding club activities and issues that arise.
- Attend the district risk manager training provided by Kiwanis International.

## QUALIFICATIONS

- A background in property or casualty insurance, as an agent or insurance company employee; an attorney familiar with negligence and liability law; or a person with a good business background, possibly as a business owner or manager.
- Active Kiwanis member in good standing who does not hold any other district or international volunteer leadership position.
- Ability to hold the position for a three-year term. The district risk manager training will be conducted as needed, but not less than once every three years.
- Ability to speak in public and conduct workshops and training sessions.
- Clear criminal history background check results are required by Kiwanis International. Results are valid for a period of two years. Upon appointment, instructions will be provided on obtaining the necessary background check.
  - U.S. residents: through the Kiwanis International provider, Safe Hiring Solutions.
  - Canada residents: vulnerable sector background check through local Canadian police service.

## REPORTING RELATIONSHIP

This position reports jointly to the Kiwanis International corporate risk officer and to the district governor. Kiwanis International should have input on the candidate, with the recommendation of the district governor and governor-elect.

# PUBLIC RELATIONS COORDINATOR

The district public relations coordinator was added to district-level leadership to broaden name recognition and expand awareness about our service to children and youth leadership opportunities. This role replaces the district public relations chair's role.

In this role, a member is the champion of messaging, branding and image within the district and can lead the district in strategic public relations planning and implementation of a public relations plan. This includes working with other district leaders and Kiwanis International, and providing education and counseling to clubs and members. The public relations coordinator should have professional or working experience in the fields of public and or media relations, marketing, advertising, branding, journalism or the equivalent of such fields.

CURRENT LEADER	TERM END DATE	POSSIBLE SUCCESSORS

## THE PUBLIC RELATIONS COORDINATOR WILL:

- Commit to a multi-year term.
- Serve as the district's brand ambassador.
- Understand the Kiwanis brand and adhere to brand standards.
- Know what public relations, branding and marketing resources are available and how to use them.
- Possess excellent communication and interpersonal skills, including writing and editing.
- Understand target audiences and key audiences for message distribution.
- Provide project management advice and counsel.
- Coach the district governor and his or her team on a year-long public relations strategy.
- Provide media training, message development and counseling to district leadership.
- Provide media training, message development and counseling to clubs when needed.
- Help local clubs appoint a qualified club member to the role of club public relations chair.
- Be available for consultation with leadership and clubs.
- Have a good working relationship with district and area media representatives, know who they are and be familiar with local media outlets.
- Know how newsrooms work at newspapers and at television and radio stations.
- Help clubs write a story pitch and help pitch stories when needed.
- Advise district leadership and clubs on when and how to send news releases.
- Work with clubs and Kiwanis International to develop targeted media lists.
- Know and understand content management for websites and social media channels.
- Be adept at social media and understand the audience for each channel.
- Understand crisis communications and act in a timely manner when necessary.
- Attend conferences, meetings and other events and teach public relations classes or seminars.

# YOUTH PROTECTION MANAGER

District governors may choose to have this position report to themselves or a related committee chair, such as the SLP committee chair or the Key Club administrator.

CURRENT LEADER	TERM END DATE	POSSIBLE SUCCESSORS

## RESPONSIBILITIES

- Communicate the basics of the youth protection policies within their district.
- Help clubs understand their responsibilities in youth protection.
- Serve as a connection between Kiwanis International and the Kiwanis district and youth clubs on issues of youth protection.

## DUTIES

- Learn and understand the contents of the youth protection policies and serve as a resource for the clubs in the district. Provide answers to basic questions and instruct the clubs on usage of the materials provided.
- Ensure Kiwanis district staff and leadership receive annual training on the youth protection policies.
- Provide information and training for the districts' SLP advisors, chaperones or club SLP chair.
- Submit youth protection articles for the district bulletin.
- Conduct workshops and training at district events, using materials provided by Kiwanis International. Such events include, but are not limited to, the Kiwanis district convention, Key Club district convention, other district-sponsored conferences or trainings (e.g., midyear conferences, regional trainings, etc.).
- Participate in quarterly virtual or in-person check-in calls and communicate with Kiwanis International youth protection staff to report youth-protection concerns and incidents that may arise.

- Stay up to date on trends in youth protection.
- Assist with the districts' monitoring and compliance of SLP advisors maintaining clear background checks.

## QUALIFICATIONS

- A background in youth work, education or law enforcement is ideal.
- Active Kiwanis member in good standing.
- Ability to speak in public and conduct workshops and training sessions.
- Understand and follow youth protection policies, maintain a current cleared background check and complete online youth protection courses.

It is strongly encouraged that the individual appointed to this position serves a minimum term of three years. As indicated in Kiwanis International policy, the youth protection manager should not hold any other district or international volunteer leadership positions.



# K-KIDS ADMINISTRATOR

Responsible for providing quality and efficient leadership to, and administration of, the K-Kids district organization as a vital component of the Kiwanis family. A significant contribution of time and personal resources are usually required. The administrator is appointed to serve a one-year term, from April 1 through March 31.

CURRENT LEADER	TERM END DATE	POSSIBLE SUCCESSORS

## AMBASSADORSHIP

District administrators are the “adult face” of the K-Kids program in their district. This means they should be advocates for the program, represent the program at district events and generally serve as the primary “go-to” person for the program in their district.

### Position requirements

- Serve as primary liaison between the K-Kids program and the Kiwanis district.
- Develop positive working relationships with the Kiwanis district governor, governor-elect, secretary and other district leadership.
- Provide training and information on K-Kids sponsorship at district events.
- Attend the Kiwanis district convention, midyear conference and other meetings and conferences as appropriate.
- Promote the K-Kids program throughout the Kiwanis district through articles, social media, newsletters and presentations.
- Understand and follow youth protection policies, maintain a current cleared background check and complete online youth protection courses.

### Additional best practices

- Meet with incoming Kiwanis district governor to clarify the roles and expectations of the K-Kids district administrator position.

- Communicate and develop a working relationship with all Kiwanis family district administrators to strengthen all SLPs in your district.
- Communicate with sponsoring Kiwanis club, sponsoring agency and interested others.

## OPENING NEW CLUBS

District administrators support new clubs through the club-opening and chartering processes. Administrators should also find opportunities in their district to promote the program to potential host sites (e.g., schools, agencies, etc.).

### Position requirements

- Provide assistance by facilitating the relationship between potential K-Kids host sites and Kiwanis clubs.
- Develop effective strategies for membership development and retention for existing K-Kids clubs.
- When a K-Kids club is chartering without a Kiwanis sponsor, certify to Kiwanis International that no Kiwanis club is available as a sponsor or interested in providing sponsorship.



## CLUB SUPPORT

District administrators should offer regular communication and support to Kiwanis advisors and faculty advisors — finding ways to recognize them and help them do their best work.

### Position requirements

- Coordinate a communication plan with the Kiwanis and faculty advisors, with a focus on strengthening existing clubs.
- Encourage and assist clubs to complete the annual report and apply for contests and awards.

### Additional best practices

- Develop a schedule for communicating with both Kiwanis advisors and faculty advisors, with clear objectives and goals for communication.
- Attend club meetings and division council meetings as invited, when possible.
- Provide materials and resources to advisors:
  - Service project ideas.
  - Fundraising ideas.
  - Club officer training.
  - Preferred charity information.
  - Information provided through weekly emails from Kiwanis International, as appropriate.

## COMMITTEE LEADERSHIP

District administrators should oversee a committee of adults to help carry out district responsibilities. Therefore, it's important for administrators to be good leaders/coaches and effective at putting people in positions where their strengths match program needs.

### Position requirements

- Communicate with and train committee members to promote K-Kids programs within the district.
- Train committee members to collaborate on the district goals for K-Kids.

## LIAISON TO KIWANIS INTERNATIONAL

District administrators are the primary link between the Kiwanis International staff and their district. Responsibilities include providing updates, responding to requests, attending webinars/calls, providing assistance in billing/membership issues, forwarding information and otherwise representing the interests of Kiwanis International.

### Position requirements

- Encourage sponsoring Kiwanis club secretaries to pay annual renewal fees, and update membership counts and the contact information for the Kiwanis advisor and the faculty advisor at the beginning of each service year.
- Provide constructive input regarding program development.
- Attend district administrator training offered by Kiwanis International.
- Coordinate the annual district contests and awards and submit winners to Kiwanis International.

### Additional best practices

- Forward news articles and photos for use on websites and in publications of K-Kids at Kiwanis International ([shareyourstory@kiwanis.org](mailto:shareyourstory@kiwanis.org))
- Attend the Kiwanis International convention and assist Kiwanis International staff with promoting SLP sponsorship.

## SUGGESTED QUALIFICATIONS

### Educational background

- Bachelor's degree preferred, but not required.

### Experiences

- Working with youth in out-of-school time settings.
- Knowledge of and experience with positive youth development.
- Understanding and experience with youth leadership development.
- Building effective teams.
- Continuous innovation.
- Positive working relationships.
- Strong communication and support abilities.
- Ability to develop, present and deliver strategic program plans.
- Financial planning and budgeting.
- Event planning.

### Skills

- Computer proficiency.
- Internet and email access.

### Other

- Kiwanis membership.
- Previous experience with K-Kids.
- Familiarity and comfort with social media and virtual meeting platforms.

# BUILDERS CLUB ADMINISTRATOR

Responsible for providing quality and efficient leadership to, and administration of, the Builders Club district organization as a vital component of the Kiwanis family. A significant contribution of time and personal resources are usually required. The administrator is appointed to serve a one-year term, from April 1 through March 31.

CURRENT LEADER	TERM END DATE	POSSIBLE SUCCESSORS

## AMBASSADORSHIP

District administrators are the “adult face” of Builders Club in their districts. They should be advocates for the program, represent the program at district events and generally serve as the primary “go-to” person for the program in their district.

### Position requirements

- Serve as primary liaison between the Builders Club program and the Kiwanis district.
- Develop positive working relationships with the Kiwanis district governor, governor-elect, secretary and other district leadership.
- Provide training and information on Builders Club sponsorship at district events.
- Attend the Kiwanis district convention, midyear conference and other meetings and conferences as appropriate.
- Promote the Builders Club program throughout the Kiwanis district through articles, social media, newsletters and presentations.
- Understand and follow youth protection policies, maintain a current cleared background check and complete online youth protection courses.

### Additional best practices

- Meet with incoming Kiwanis district governor to clarify roles and expectations of the Builders Club district administrator position.
- Communicate and develop a working relationship with all Kiwanis family district administrators to strengthen all SLPs in your district.
- Communicate with sponsoring Kiwanis club, sponsoring agency and interested others.

## OPENING NEW CLUBS

District administrators support new clubs through the club-opening and chartering processes. Administrators should also find opportunities in their district to promote the program to potential host sites (e.g., schools, agencies, etc.).

### Position requirements

- Provide assistance by facilitating the relationship between potential Builders Club host sites and Kiwanis clubs.
- Develop effective strategies for membership development and retention for existing Builders Clubs.
- When a Builders Club is chartering without a Kiwanis sponsor, certify to Kiwanis International that no Kiwanis club is available as a sponsor or interested in providing sponsorship.

## CLUB SUPPORT

District administrators should offer regular communication and support to Kiwanis advisors and faculty advisors — and finding ways to recognize them and help them do their best work.



### Position requirements

- Coordinate a communication plan with the Kiwanis and faculty advisors, with a focus on strengthening existing clubs.
- Encourage and assist clubs to complete the annual report and apply for contests and awards.

### Additional best practices

- Develop a schedule for communicating with both Kiwanis advisors and faculty advisors with clear objectives and goals for communication.
- Attend club meetings and division council meetings as invited when possible.
- Provide materials and resources to advisors:
  - Service project ideas.
  - Fundraising ideas.
  - Club officer training.
  - Preferred charity information.
  - Information provided through weekly emails from Kiwanis International, as appropriate.

## COMMITTEE LEADERSHIP

District administrators should oversee a committee of adults to help carry out district responsibilities. Therefore, it's important for administrators to be good leaders/coaches and good at putting people in positions where their strengths match program needs.

### Position requirements

- Communicate with and train committee members to promote Builders Club programs within the district.
- Train committee members to collaborate on the district goals for Builders Club.

## LIAISON TO KIWANIS INTERNATIONAL

District administrators are the primary link between the Kiwanis International staff and their district. Responsibilities include providing updates, responding to requests, attending webinars/calls, providing assistance in billing/membership issues, forwarding information and representing the interests of Kiwanis International.

### Position requirements

- Encourage sponsoring Kiwanis club secretaries to pay annual renewal fees, and update

membership counts and the contact information of the Kiwanis advisor and the faculty advisor at the beginning of each service year.

- Provide constructive input regarding program development.
- Attend district administrator training offered by Kiwanis International.
- Coordinate the annual district contests and awards and submit winners to Kiwanis International.

### Additional best practices

- Forward news articles and photos for use on websites and in publications of Builders Club at Kiwanis International ([shareyourstory@kiwanis.org](mailto:shareyourstory@kiwanis.org)).
- Attend the Kiwanis International convention and assist Kiwanis International staff with promoting SLP sponsorship.

## SUGGESTED QUALIFICATIONS

### Educational background

- Bachelor's degree preferred, but not required.

### Experience

- Working with youth in out-of-school-time settings.
- Knowledge of and experience with positive youth development.
- Understanding and experience with youth leadership development.
- Building effective teams.
- Continuous innovation.
- Capable of maintaining positive working relationships.
- Strong communication and support abilities.
- Ability to develop, present and deliver strategic program plans.
- Conflict management.
- Financial planning and budgeting.
- Event planning.
- Kiwanis membership.
- Previous experience with Builders Club.
- Familiarity and comfort with social media and virtual meeting platforms.

### Skills

- Computer proficiency.
- Internet and email access.

# KEY CLUB ADMINISTRATOR

Responsible for providing efficient, high-quality leadership to, and administration of, the Key Club district organization and the Kiwanis district committee on Key Club as vital components of the Kiwanis family. A significant contribution of time and personal resources are usually required. The administrator is appointed to serve a one-year term, from April 1 through March 31 (unless the district convention occurs after April 1).

CURRENT LEADER	TERM END DATE	POSSIBLE SUCCESSORS

## AMBASSADORSHIP

District administrators are the “adult face” of the program in their district. This means they should be advocates for the program, represent the program at district events, and generally serve as the primary “go-to” person for the program in their district.

### Position requirements

- Meet regularly with the district youth protection manager to ensure that all policies are being followed and training requirements are being met.
- Serve as primary liaison between the Key Club and the Kiwanis district.
- Develop a positive working relationship with the Kiwanis district governor, governor-elect, secretary and other district leadership to administer the Key Club district organization.
- Provide training and information on Key Club sponsorship at district events.
- Attend the Kiwanis district convention, midyear conference, meetings of the district board of trustees and other meetings/conferences as appropriate.
- Promote the Key Club program throughout the Kiwanis district through articles, mailing and presentations.
- In coordination with the Key Club governor, provide a report to the Kiwanis district board which highlights the activities of the Key Club board as well as the Key Club district.
- Assist the district treasurer and budget committee in financial planning and reporting.
- Understand and follow youth protection policies, maintain a current cleared background check and complete online youth protection courses.

### Additional best practices

- Meet with the incoming Kiwanis district governor to clarify roles and expectations of the Key Club district administrator position.
- Communicate and develop a working relationship with all Kiwanis-family district administrators to strengthen all SLPs in your district.

## OPENING NEW CLUBS

District administrators are the primary drivers for opening new clubs in their districts. They support new clubs through the club opening and chartering processes. Administrators should also look for opportunities in their districts to promote Key Club to potential host sites such as schools and agencies.

### Position requirements

- Facilitate the relationship between potential Key Club host sites and Kiwanis clubs.
- Help Key Club district officers develop strategies for membership development and retention for existing Key Clubs.
- When a Key Club is chartering without a Kiwanis sponsor, certify to Kiwanis International that no Kiwanis club is available as a sponsor or interested in providing sponsorship.



## CLUB SUPPORT

District administrators should offer regular communication and support to Kiwanis advisors and faculty/facility advisors — ways to recognize and help them do their best work.

### Position requirement

- Coordinate a communications plan with the Key Club advisor, Key Club members and the Key Club district governor, with a focus on strengthening existing clubs.

### Additional best practices

- Develop a schedule for communicating with both Kiwanis advisors and faculty advisors, with clear objectives and goals.
- Attend club meetings and division council meetings (as invited) when possible.
- Provide educational materials and resources to advisors:
  - Service project ideas.
  - Fundraising ideas.
  - Preferred charity information.
  - Information provided through weekly emails from Kiwanis International, as appropriate.

## COMMITTEE LEADERSHIP

District administrators should oversee a committee of adults to help carry out district responsibilities. Therefore, it's important for administrators to be good leaders/coaches — and effective at putting people in positions where their strengths match program needs.

### Position requirements

- Serve as a chair of the district committee on Key Club.
- Train committee members to collaborate on the district goals for Key Club.

# KEY CLUB®

## LIAISON TO KIWANIS INTERNATIONAL

District administrators are the primary link between the Kiwanis International trustee who serves as board counselor and staff and their district. This could include forwarding information, providing updates, responding to requests, tending webinars/calls, attending webinars/calls, providing assistance in billing/membership issues and representing the interests of Kiwanis International.

### Position requirements

- Encourage the school to pay annual member dues, and update the membership rosters and contact information for the Kiwanis advisor. Also update the school advisor's contact information at the beginning of each service year.
- Provide constructive input regarding program development.

### Additional best practices

- Forward news articles and photos for use on websites and in publications of Key Club International.
- Attend Kiwanis International convention and help the staff promote SLP sponsorship.

## BOARD ADVISING

District administrators serve as the district's Kiwanis representative to the Key Club governor and to the district board, including supervision of board meetings, coordination of training of board members and overseeing financial aspects of the Key Club district.

### Position requirements

- Complete a district team agreement with the Key Club governor annually and uphold each point of agreement.
- Guide, counsel and advise the Key Club district board and officers.
- Coordinate the training of the Key Club district board and officers. Include strategic planning and goal-setting, organizational and financial management, Kiwanis family structure, team building and leadership development.
- Oversee the management of Key Club district finances, consistent with policies and procedures of Key Club International and the Kiwanis district.
- Oversee the administrative operations of the Key Club district.
- Serve as *ex-officio* (non-voting) member of the Key Club district board.
- Attend Governors' and Administrators' Training Conference each year with your Key Club governor and any other training sponsored by Key Club International.

# KEY LEADER CHAIR

CURRENT LEADER	TERM END DATE	POSSIBLE SUCCESSORS

## RESPONSIBILITIES

- Appoint and support the site coordinator for each district event. There may be one site coordinator for all district events, or there may be a site coordinator for each event.
- Recruit and train a volunteer team from all parts of the district. Team members will market the program throughout the district to Key Clubs, Kiwanis members, schools and collaborative partners. This position focuses approximately 70% on administrative work and approximately 30% working directly with teens.
- Work with Kiwanis International staff and site coordinator(s) to choose camp(s) that meet the stated requirements for a successful program. In addition, research the district — know the Key Club, Kiwanis and school calendars to make sure that the recommended date is the best fit for the majority of students.
- Develop a marketing plan for the program to be used throughout the year.
- Research camp locations and dates to recommend ideal Key Leader events.
- Build relationships with other Service Leadership Programs' chairs in the district to cross-market and cross-promote programs.
- Build a team of core volunteers who can help market and chaperone district events.
- All adults (club members and nonmembers) registered for or staying overnight at any Service Leadership Programs event must have a clear criminal history background check and must have completed Kiwanis International annual youth protection training.
- While attending a Kiwanis event that requires an overnight stay in a hotel or camp/ conference setting, adequate adult chaperoning is expected and must include no fewer than one adult male for each ten or part of ten youth males, and one adult female for each ten or part of ten youth

females. In the event that sleeping quarters consist of multiple beds (such as in a bunkhouse or camp cabin), adults may share the sleeping quarters with youth members of the same gender, provided that two or more adults are present.

## TIME COMMITMENT

This position requires about two to three hours per week during the full calendar year to market and recruit students. During the four to six weeks before the event, this position can require up to eight hours per week.

## QUALIFICATIONS

- Experience working with teens a must.
- Ability to speak in front of groups of teens and adults to market the program.
- Daily access to email and the internet, especially during the four to six weeks prior to the event.
- Ability to travel periodically to promote the program throughout the district at schools and local clubs, including promotion at Key Club and Kiwanis district conventions.

## APPOINTMENT

The Kiwanis district governor appoints the Key Leader event chair annually. The event chair will appoint a representative committee to conduct the marketing, and one person for each Key Leader event to serve as the site coordinator. Each event will also appoint 10 committee members who will help with event marketing and chaperoning during the event.

# KEY LEADER®

# AKTION CLUB ADMINISTRATOR

Responsible for providing high-quality, efficient leadership to, and administration of, the Aktion Club district organization as a vital component of the Kiwanis family. A significant contribution of time and personal resources are usually required. The administrator is appointed to serve a one-year term, from April 1 through March 31.

CURRENT LEADER	TERM END DATE	POSSIBLE SUCCESSORS

## AMBASSADORSHIP

District administrators are the “face” of the program in their district. This means they should be advocates for the program, represent the program at district events and generally serve as the primary “go-to” person for the program in their district.

### Position requirements

- Meet regularly with the district youth protection manager to ensure that all policies are being followed and training requirements are being met.
- Serve as primary liaison between Aktion Clubs and the Kiwanis district.
- Develop a positive working relationship with the Kiwanis district governor, governor-elect, secretary and other district leadership.
- Provide training and information on Aktion Club sponsorship at district events.
- Attend the Kiwanis district convention, midyear conference and other meetings/conferences as appropriate.
- Promote the Aktion Club program throughout the Kiwanis district through articles, social media, newsletters and presentations.
- Understand the “Working with Aktion Club Member Guidelines” document and how it relates to Aktion Club programming.

### Additional best practices

- Meet with the incoming Kiwanis district governor to clarify roles and expectations of the Aktion Club district administrator.
- Communicate and develop a working relationship with all Kiwanis-family district administrators to strengthen all SLPs in your district.

- Communicate with the sponsoring Kiwanis club, sponsoring agency and any other relevant parties.

## OPENING NEW CLUBS

District administrators are the primary drivers for strengthening membership in their district. Their role is to support new clubs through the club-opening and chartering processes. Administrators should also find opportunities in their district to promote the program to potential host sites (e.g., agencies working with individuals who have disabilities, group homes, etc.).

### Position requirements

- Facilitate the relationship between potential Aktion Club host sites and Kiwanis clubs.
- Develop effective strategies for membership recruitment, development and retention for existing Aktion Clubs.
- Present Aktion Club to potential sponsoring Kiwanis clubs and potential sponsoring local and state agencies.

## CLUB SUPPORT

District administrators should offer regular communication and support to Kiwanis advisors and club advisors — and find ways to recognize them and help them do their best work.

### Position requirements

- Coordinate a communication plan with the Aktion Club advisors and members, with a focus on strengthening existing clubs.
- Encourage and assist clubs to complete the quarterly report.

### Additional best practices

- Develop a schedule for communicating with both Kiwanis advisors and club advisors, with clear objectives and goals for the communication.
- Attend club meetings and division council meetings as invited, when possible.
- Provide educational materials and resources to advisors:
  - Service project ideas.
  - Fundraising ideas.
  - Club officer training.
  - Preferred charity information.
  - Information provided through weekly emails from Kiwanis International, as appropriate.

### COMMITTEE LEADERSHIP

District administrators are encouraged to establish and oversee a committee of adults to help carry out district responsibilities. Therefore, it's important for administrators to be good leaders/coaches and good at putting people in positions where their strengths match program needs.

#### Position requirements

- Communicate with and train committee members to promote Aktion Club programs within the district.

### LIAISON TO KIWANIS INTERNATIONAL

District administrators are the primary link between the Kiwanis International staff and their district. Responsibilities include providing updates, responding to requests, attending calls/webinars, providing assistance in billing/membership issues, forwarding information and representing the interests of Kiwanis International.

#### Position requirements

- Assist with Aktion Club dues collections.
- Support Kiwanis International's efforts to maintain current records of advisors' names and contact information.
- Provide constructive input regarding program development.

### Additional best practices

- Forward news articles and photos for use on websites and in publications of Aktion Club International ([shareyourstory@kiwanis.org](mailto:shareyourstory@kiwanis.org)).

- Attend the Kiwanis International convention and assist Kiwanis International staff with promoting SLP sponsorship.

### DISTRICT EVENT MANAGEMENT

The district administrator may plan and execute an Aktion Club district convention and/or conference.

#### Position requirements

- Serve as individual assuming responsibility at all Aktion Club district events
- Host an annual Aktion Club district convention:
- Promotion.
  - Program/schedule development:
    - Convention registration fees.
    - Keynote and workshop speakers.
    - Convention program (possible advertising).
  - Execution of event.
- Coordinate the annual contests and awards, elections.

### SUGGESTED QUALIFICATIONS

#### Educational background

- Bachelor's degree preferred, but not required.

#### Experience

- Working with individuals who have disabilities.
- Building effective teams.
- Maintaining positive working relationships.
- Communicating and supporting a network of people.
- Developing, presenting and delivering strategic program plans.
- Dealing with conflict management.
- Financial planning and budgeting.
- Event planning.

#### Other

- Computer proficiency.
- Internet and email access.
- Kiwanis membership.
- Previous experience with Aktion Club.
- Familiarity and comfort with social media and virtual meeting platforms.



# CIRCLE K INTERNATIONAL ADMINISTRATOR

Responsible for providing quality and efficient leadership. Oversee administration of the Circle K International district organization and provide leadership to the Kiwanis district committee on CKI as a vital component of the Kiwanis family. A significant contribution of time and personal resources is usually required. The administrator is appointed to serve a one-year term, from April 1 through March 31.

CURRENT LEADER	TERM END DATE	POSSIBLE SUCCESSORS

## ADDITIONAL INFORMATION

The district administrator will work most closely with the CKI district governor, communicating on a weekly basis. The administrator must establish a close yet professional working relationship with CKI district leaders. The district administrator may serve as an advisor to club officers, club advisors and members on issues related to service, leadership development and club administration.

## AMBASSADORSHIP

District administrators are the Kiwanis lead of the program in their district. This means they should be advocates for the program, represent the program at district events and generally serve as the primary "go-to" person for the program in their district.

### Position requirements

- Meet regularly with the district youth protection manager to ensure that all policies are being followed and training requirements are being met.
- Serve as primary liaison with the CKI district governor between the CKI and Kiwanis districts.
- Develop a positive working relationship with the Kiwanis district governor, governor-elect, secretary and other district leadership to administer the CKI district organization.
- Provide training and information on CKI sponsorship at district events.
- Attend Circle K International convention, the Governors and Administrators Training Conference and regular district administrators' virtual meetings.

- Promote CKI throughout the Kiwanis district through articles, mailings and presentations.
- In coordination with the CKI district governor, provide a report to the Kiwanis district board that highlights the activities of the CKI district board as well as the CKI district.
- Assist the district treasurer and budget committee with financial planning and reporting.
- Attend Governors' and Administrators' Training Conference and any other trainings sponsored by CKI.
- Serve as an *ex-officio* (non-voting) member of the CKI district board. You or your designee must be present at all official board meetings.
- Understand and follow youth protection policies, maintain a current cleared background check and complete online youth protection courses.
- Ensure district stability by working to recruit and train students to serve in district-wide office.
- Work with Kiwanis club advisors and faculty advisors to ensure the stability of clubs within the district, linking them to resources and supports offered by the district or headquarters.

### Working with the Kiwanis district best practices

- Meet with the incoming Kiwanis district governor to clarify roles and expectations of the CKI district administrator position.
- Communicate and develop a working relationship with all Kiwanis family district administrators to strengthen all SLPs in your district.
- Work closely with the Kiwanis district governor,



governor-elect, secretary and other district leadership to support and coordinate the administration of the CKI district organization. Make the expectations of students in these roles clear.

- Serve as chair of and appoint members to the CKI district committee/leadership team.
- Fulfill responsibilities of reporting, including frequency and manner, to the Kiwanis district, including how to involve the Kiwanis district treasurer and budget committee.
- Ensure that Kiwanis training materials include CKI-related training and education
- Appoint committees to review and select nominees for various scholarships and other CKI recognition/award programs.
- Work with district to receive adequate support and funding to attend Kiwanis events and programming.

### Working with the CKI district best practices

- Guide, counsel and advise the CKI district board and officers while remaining neutral and allowing the district board to make the final decisions.
- Assist the CKI district governor to coordinate the training of the CKI district board and officers, which should include strategic planning and goal setting, organizational and financial management, Kiwanis-family structure, team building and leadership development.
- Assist Kiwanis clubs, colleges and universities and the CKI district officers in strengthening existing clubs and building new clubs.
- Assist the district officers to develop effective strategies for membership recruitment, development and retention, providing them with resources from Kiwanis International.
- Assist the district officers in educating club leaders and members regarding the Kiwanis family, service and club leadership.
- Oversee with assistance the management of district finances, consistent with policies and procedures of CKI and the Kiwanis district.
- Oversee the administrative operations of the CKI district, including the website, district officer elections, event planning, publications, travel management and outreach programs. Ensure the planning and execution of all CKI district board meetings, conferences and conventions.
- Attend CKI club meetings and divisional council meetings as invited and when possible.

- Ensure that CKI district board officers are completing monthly reports as required by the CKI Board of Trustees.
- Develop and retain records of past membership for alumni relations purposes, when possible.

## OPENING NEW CLUBS

District administrators are the primary drivers for opening new clubs in their district. Their role is to support new clubs through the club opening and chartering processes. Administrators should also find opportunities in their district to promote CKI to potential host institutions.

### Position requirements

- Facilitate the relationship between potential CKI host sites and Kiwanis clubs.
- Assist CKI district officers to develop effective strategies for membership development and retention for existing CKI clubs.
- When a CKI club is chartering without a Kiwanis sponsor, certify to Kiwanis International that no Kiwanis club is available or interested in providing sponsorship.

## CLUB SUPPORT

District administrators should offer regular communication and support to Kiwanis advisors and CKI faculty advisors — and find ways to recognize and help them do their best work.

### Position requirements

- Coordinate a communication plan with CKI advisors, members and the CKI district governor with a focus on strengthening existing clubs.

### Additional best practices

- Develop a schedule for communicating with both Kiwanis advisors and faculty/facility advisors that includes clear objectives and goals.
- Attend club meetings and division council meetings as invited and when possible.
- Provide educational materials and resources to advisors.
- Offer service project and fundraising ideas and preferred charity information.
- Pass along information provided to you through weekly emails from Kiwanis International, as appropriate.

## COMMITTEE LEADERSHIP

District administrators should oversee a committee of adults to help carry out district responsibilities. The administrator should be a good leader/coach and talented at putting people in positions where their strengths match the program needs.

### Position requirements

- Serve as a chair of the CKI district committee.
- Train committee members to collaborate on the CKI district goals.

## LIAISON TO KIWANIS INTERNATIONAL

District administrators are the primary link between the Kiwanis International trustee serving as board counselor and Kiwanis International office staff and their district. This duty could include forwarding information, providing updates, responding to requests, providing assistance in billing/membership issues and representing the interests of Kiwanis International.

### Position requirements

- Assist with CKI dues collection.
- Support Kiwanis International's efforts to maintain current records of advisor names and contact



