



# Kiwanis

International

Serving the Children of the World

## Leadership Guide

*for* Club Secretaries, Club Presidents,  
and Kiwanis Lieutenant Governors

# Kiwanis

International

## Defining Statement

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

## Core Purpose and Values

### Purpose

- To improve lives through fellowship in service worldwide.

### Values

- Committed to Kiwanis International Objects
- Embraces diversity
- Committed to clubs as primary outlet for service and fellowship
- Dedicated to serving the children, families, and communities worldwide
- Open to the exchange of ideas
- Responsive to member needs
- Committed to developing youth and adult leaders

This leadership guide contains useful information for a variety of division and club leaders.

One copy is provided to each lieutenant governor, club president and club secretary. Please provide copies of applicable pages to other club leaders as necessary. Club leaders may also access the contents of this guide at <http://www.kiwanis.org/lit/>.

# Club Secretary

## Duties & Responsibilities

*The secretary's role in handling club affairs is very important if the club is to run smoothly, and it includes working closely with the president and board of directors.*

Club bylaws provide that the secretary is an officer of the club and a member of the board of directors, entitled to participate in all board discussions and to vote on any question put to

vote by the presiding officer.

Basic duties are prescribed in the Standard Form for Club Bylaws, Article VI.

### Duties and Responsibilities

- When secretary-designate, attend Club Leadership Education.
  - Keep the club books and records, including membership and attendance.
  - At all times, make the club books and records available for inspection by the president, the board of directors, or any authorized auditors.
  - Keep minutes of the meetings of the club, board, and committees.
  - Present all bills to the board for approval.
  - Submit to the proper officers, committees, or members all communications received from Kiwanis International or the district.
  - Forward General Liability Risk Management Packet to Safety Coordinator.
  - Promptly reply to correspondence and submit all official reports required by Kiwanis International or the district.
  - Submit reports to the club at such times as the president or board may require.
  - Submit reports (i.e. Monthly/Quarterly Reports) to district as required.
  - Perform other duties and responsibilities that usually pertain to such office or as may be assigned by the president or board.
  - Order merchandise from the Kiwanis Family Store.
- Option: The following provision may be added:*
- Give bond in such form and amount as may be required by local regulations.

**The following are recommended files to be maintained by the secretary:**

- Annual Club Reports of past years\*
- Board correspondence
- Board meeting minutes\*
- Club newsletters\*
- Club bylaws\*
- Club meeting minutes\*
- Committee correspondence
- Convention information
- District correspondence
- District newsletters
- Former members' entry and deletion dates\*
- Historic information and materials\*
- Kiwanis International correspondence
- Legion of Honor recognitions\*
- Lieutenant governor correspondence
- Life Member Status recipients\*
- Membership attendance records and payment of fees and dues  
(Attendance records of members with perfect attendance should be permanently retained.)\*
- Membership: current roster and biographical information\*
- Membership records for current members (Kiwanis International forms)\*
- Membership correspondence
- Miscellaneous correspondence, records, etc.
- Official bulletins from Kiwanis International
- Official Monthly Reports\*
- President's correspondence
- Resource binder of materials for chairmen
- Annual billing reports\*
- Sponsored Programs documents and communications
- Kiwanis Family Store Catalogs, invoices\*, copies of orders

*\* Items marked with a single asterisk are files that wholly or in part contain records that must either (1) be passed on to the succeeding secretary or (2) be passed on to the custodian of the club's permanent records. Examples of permanent records are: official documents and reports related to club organization and incorporation, official documents and reports related to any club foundation, financial reports and canceled checks, lists of officers and chairmen, entry and deletion dates of former members, perfect attendance records, and any other items that have historical significance.*

## Board of Directors Meeting - Minutes

*(Sample Format)*

The board of directors of the Kiwanis Club of \_\_\_\_\_

met at \_\_\_\_\_ on \_\_\_\_\_

The meeting was called to order by \_\_\_\_\_

and the following board members were present: \_\_\_\_\_

\_\_\_\_\_

Others present: \_\_\_\_\_

\_\_\_\_\_

### Business

### Notes

Roll Call

Approval of Minutes of  
Previous Meeting

Review of  
Monthly Report

Correspondence

Approval for  
Payment of Bills

Treasurer's Report  
• Administrative Account  
• Service Account

Reports of Standing  
and Special Committees

Unfinished Business

New Business

Club Evaluation

Division Business

District Business

International Business

Adjournment

## CLUB MEETING ATTENDANCE

### Meeting Attendance

In order to meet our members' desire for fellowship and to provide a high level of service to our communities, regular meeting attendance is encouraged.

**Perfect Attendance Tabs.** Attendance tabs denote years of perfect attendance rather than consecutive years of perfect attendance. Upon completion of any twelve (12) consecutive months of perfect attendance, an appropriate attendance tab may be presented to the member.

For perfect attendance tab purposes, make-ups and leaves of absence are available.

\* Call Kiwanis Member Services for additional information at 1-800-549-2647 extension 390.

# Secretary

## Things to do in July

*In July, prior to your term of office*

### Review:

- Materials received in Club Leadership Education.
- *Leadership Guide*. Place it in the front of a large three-ring binder. Tabs might include club roster, club goals, budget data, club bylaws, board minutes, monthly reports, bills, correspondence, division, district, and International.
- *Treasurer's duties with president-designate*. If the club treasurer is a separate position in your club, make copy of materials (pp. 53-57).
- *Club's bylaws and President's "Things to Do" lists for June through September with president-designate*.
- *Report forms, board and club meeting agendas/minutes, and club procedures for carrying out your responsibilities*.

### Meetings:

- *Meet with current club secretary*. Study Kiwanis Family Store catalog to determine merchandise needed for October. Ask current secretary for assistance.
- *Work with president to establish a mutually convenient time for a weekly discussion* throughout the year for planning, problem solving, and follow-up.
- *Work with current secretary to enhance your skills and ensure a smooth transition*.
- *Assist president with completing committee assignments, organizing meetings, reproducing materials, collecting reports, ordering merchandise (by phone, mail, or on-line), developing club goals, and completing club assessment and community analysis (pp. 36, 37)*.

### Attend:

- *Club Leadership Education session*. You and the incoming president must attend this program as scheduled by the incoming lieutenant governor.
- *District convention*. This convention will provide additional opportunities to improve your skills and meet other Kiwanis members.

*See also President's list on pg. 39*

## Things to do in August

*In August, prior to your term of office*

### Review:

- *“Things to Do” lists for August through October.*
- *Installation preparations. Volunteer to assist.*
- *The need for club directors and officers liability insurance with the club board of directors.*

### Meetings:

- *District convention, and meetings with incoming club committees, incoming club treasurer, and other incoming officers.*
- *Encourage each club committee chairman to prepare a written report, including proposed budget.*
- *Encourage club service committees to conduct a Community Analysis (p. 36).*
- *Schedule an organizational board meeting and budget-planning session with incoming board and committee chairmen by late September.*
- *Work with incoming president and newsletter editor on format and content of club newsletter for first week in October (p. 96). See that newsletter editor has accurate list of members’ addresses. Give changes to editor as they occur throughout the year.*
- *Continue to work with current secretary to enhance your skills and ensure a smooth transition.*

### Due Dates:

- *Club’s budget should be formally adopted by October 1 (Bylaws, Article XIX).*
- *Ensure president conducts the Club President’s Education of Incoming Officers and Appointees (sample agenda, p. 24) prior to October 1.*
- *Encourage club meeting committee chairman to develop a program assignment schedule, especially for October. Provide this committee with a schedule of meeting dates for which set programs are established (Club President’s Conference for first or second meeting in October; Annual Meeting in April or early May, etc.).*
- *Maintain calendar of club committee planning meetings in August. Each chairman should schedule a meeting to establish goals, division of responsibilities, and a proposed budget for the upcoming year.*

### Attend:

- *District convention.*
- *Club board meetings.*

# Secretary

## Things to do in September

*In September, prior to your term of office*

### **Review:**

- *Update club roster and reproduce for distribution to club members in October.*
- *Review Kiwanis International award programs (p. 87), district, division, and club awards programs.*
- *Record scheduled dates of lieutenant governor's official visits to your club and club board meetings.*

### **Due Dates:**

- *Pay Circle K and Key Club dues, Builders Club and Aktion Club member fees and Kiwanis Kids registration fees by October 1 (where applicable).*
- *Annual Club Report due October 31. This is a summation of the previous year's activities and is the responsibility of the outgoing president and secretary, but assisting them will show you the type of information to be filed during your year.*
- *Conduct October board meeting prior to October 15 to adopt budget if not approved prior to October 1.*
- *Club assessment (p. 37) and community analysis (p. 36) completed by October 1.*
- *President-designate should conduct Club President's Education Conference of Incoming Officers and Appointees prior to October 1 (Sample agenda p. 24).*

### **Meetings:**

- *Collect report from the chairman of each incoming club committee. Reports should include committee goals, division of tasks, and budget proposal.*
- *Club secretary should send e-mail address of Young Children: Priority One committee chairman to the Marketing Department at Kiwanis International, [service@kiwanis.org](mailto:service@kiwanis.org).*
- *Ask the club chairman to e-mail a report on the Young Children: Priority One projects planned for the year and any requests for resource materials to [service@kiwanis.org](mailto:service@kiwanis.org) (the Marketing Department at Kiwanis International).*
- *Meet with president-designate and incoming treasurer to review committee reports, analyze merchandise needs, and establish preliminary club budget proposal.*
- *Schedule organizational board meeting and budget planning/approval session. Finalize plans and agenda with president-designate. Produce needed materials and follow up to ensure attendance.*

### **Attend:**

- *Division council meetings (where applicable).*

## Things to do in October

*In October, during your term of office*

### Review:

- Check with president to confirm Kiwanis Leader order. (p. 97) All club officers should receive a copy. Update order with Kiwanis International.

### Due Dates:

- Club assessment and community analysis completed by October 1 (pp. 36-37).
- Pay Circle K and Key Club dues, Builders Club and Aktion Club member fees and Kiwanis Kids registration fees by October 1 (where applicable).
- Assist outgoing secretary with the Annual Club Report by October 31.
- President conducts Club President's Conference at first or second regular meeting in October.

### Meetings:

- Review for each board meeting - Review sample agenda (p. 26) and minutes format (p.3).
- Work with president to develop agenda.
- Send agenda, previous month's board meeting minutes, and meeting reminder to board members.
- Organize correspondence, bills received, attendance monitor, etc., for secretary's report to the board.
- Sort correspondence received from division, district, and Kiwanis International for appropriate distribution.
- Send Membership Information Form and appropriate fees to Kiwanis International as soon as they are received.
- Collect committee reports.
- Take board meeting minutes.
- Review for each club meeting - Check with club meeting chairman for programs, set-ups, and greeters. Take attendance and collect make-up slips. Update attendance records and award perfect attendance tabs. Take meeting minutes.
- See that program presenters are thanked (certificate, KIWANIS magazine subscription, thank-you note, or by other club custom).
- Encourage club members to review the International Convention information published in the KIWANIS Magazine.

# Secretary

## Things to do in November

*In November, during your term of office*

### Review:

- *Send Membership Information Form* for deleted members, new members or updates along with the appropriate fees to the International Office as soon as they are received. (Do this each month.)

### Due Dates:

- *Mail club donations for Annual Club Gift Campaign* to Kiwanis International Foundation.
- *Pay dues to Kiwanis International by December 31* if club's anniversary date is September, October, November or December.

### Meetings:

- *Prepare minutes of past month's board meeting for board approval.* (Do this each month.)

### Items of Note in November

- November is Kiwanis Family Month
- Key Club International Week
- Circle K International Community Service and Awareness Week
- Kiwanis International Foundation Week

## Things to do in December

*In December, during your term of office*

### Review:

- *Review the club membership roster at the board of directors meeting* to identify inactive members. Refer to Membership Development Manual for ideas on how to re-involve them in the club.
- *Send Membership Information Form and appropriate fees* to the International office as soon as they are received.
- *Ensure newsletter editor is receiving timely information on club, division, district, and International programs, projects, and events* to keep all members informed. Improve lines of communication when needed. See that editor has up-to-date address list.

### Due Dates:

- *Pay dues to Kiwanis International by December 31* if club's anniversary date is September, October, November or December.

## Things to do in January

*In January, during your term of office*

### **Review:**

- *Send Membership Information Form and appropriate fees to the International office as soon as they are received.*
- *If desired, consider any proposed resolutions or proposed amendments to the International Bylaws your club would like to see presented at the International convention. Submit to the International Office by April 1.*
- *Consider what financial assistance will be given to delegates and alternates attending the International convention.*
- *Consider what financial assistance will be given to delegates attending the district convention.*

### **Due Dates:**

- *File Federal Income Tax Report Form 990/990EZ to Internal Revenue Service (IRS) by February 15 (p. 85, US clubs only).*
- *If you sponsor a Circle K or Key Club outside the US, ensure the club secretary has submitted each club member's International dues by February 1.*
- *The club may send two primary delegates and two alternates to represent it at the International convention for voting purposes. They should be elected at least 60 days prior to the convention, and reported to the International Office on the delegate certification form by April 30. Next year's club president should be a delegate.*
- *The club may send three delegates to the district convention, each of whom should be elected at least 30 days prior to the convention. Next year's club president should be a delegate to the district convention.*

### **Meetings:**

- *Examine, with club president, the first quarter club and board meetings; committee programs/projects; membership growth; member involvement; involvement in division, district, and International events and programs. Also review club budget and goals. Look for areas of success and also needed improvements.*
- *Encourage club members to register for the International and district convention.*

### **Attend:**

- *Ensure representatives from your Key Club and Circle K attend their district convention.*

### **Items of Note in January**

- *Kiwanis Anniversary*

# Secretary

## Things to do in February

*In February, during your term of office*

### Review:

- *If you sponsor a Key Club or Circle K club, confirm that the newly elected club officers will receive instruction during March or April. Education information is available from the Key Club and Circle K departments.*

### Due Dates:

- *File Form 990/990EZ with IRS by February 15 (p. 85, US clubs only).*
- *Conduct Annual Club Meeting between April 1 and second week in May (p. 30). (Bylaws, Articles XI and XII) President must appoint nominating committee five weeks prior to Annual Club Meeting.*
- *Pay dues to Kiwanis International by March 31 if club's anniversary date is January, February, March or April.*

### Meetings:

- *If you have not already done so, share with club members the International convention materials sent from Kiwanis International and encourage members to submit their registration and housing form(s) and attend.*
- *Ask attending members to give you the delegate certification form received from Kiwanis International after they registered. After your club has elected its two delegates and two alternates, complete the delegate certification form (one form per club) and submit it to the International Office by April 30.*

### Attend:

- *Participate in Read Around the World activities.*

## Things To Do in March

*In March, during your term of office*

### Review:

- *Kiwanis International award programs (p. 87) and district, division, and club award programs. Is your club on target? Look for additional opportunities.*
- *The president must appoint a nominating committee at least five weeks prior to the Annual Club Meeting. Review Articles XI and XII of club bylaws.*

### Due Dates:

- *President must conduct the Annual Club Meeting between April 1 and second week in May (p. 30).*
- *By April 1, submit to the International Office any proposed resolutions or amendments to the International Bylaws.*
- *If not already completed, report your club's two delegates and two alternates to the International Office by April 30 on the delegate certification form.*
- *If not already completed, report your club's three delegates for the district convention to the district office by the required deadline.*
- *If desired, submit to the district office any business matters to be proposed at the district convention. Check with the district office to learn the proper deadline.*
- *Pay dues to Kiwanis International by March 31 if club's anniversary date is January, February, March or April.*

## Things to do in April

*In April, during your term of office*

### Review:

- Finalize plans for delegates, alternates, and other club members to attend the International convention.

### Dues Dates:

- Participate in Kiwanis International Foundation's Skip-A-Meal week.
- If not already completed, report your club's two delegates and two alternates to the International Office by April 30 on the delegate certification form.
- Pay dues to Kiwanis International by May 31 if club's anniversary date is May, June, July or August.

### Meetings:

- Conduct Annual Club Meeting/Election of Officers between April 1 and second week in May (p. 30).
- Secretary and treasurer present reports at Annual Club Meeting.
- Continually encourage members to bring guests.
- Ask the chairman to complete an award application for any Young Children: Priority One projects worthy of recognition. (Award information available from the Marketing Department at Kiwanis International, [service@kiwanis.org](mailto:service@kiwanis.org).)

### Attend:

- Ensure representatives from your Key Club and Circle K attend their International conventions.

## Things to do in May

*In May, during your term of office*

### Due Dates:

- Submit the Annual Report of Club Election by June 1.
- Finalize plans for delegates, alternates, and other club members to attend the International convention. Members may still register; see the registration form for instructions at this point. Be sure the delegate certification form has been filed with the International Office.
- If not already completed, report to the district office your club's three delegates for the district convention, by the required deadline.
- If desired, submit to the district office any business matters to be proposed at the district convention.
- Pay dues to Kiwanis International by May 31 if club's anniversary date is May, June, July or August.

### Meetings:

- Encourage all members to bring a prospective member to a club meeting.

### Attend:

- Assist your sponsored Circle K, Key Club, Builders Club, or Kiwanis Kids with their end-of-year recognition programs.

# Secretary

## Things to do in June

*In June, during your term of office*

### **Review:**

- *If a member is moving out of the community, contact the Growth Department at the International Office to assist the Kiwanian in locating Kiwanis clubs in the new area. Use the Member Referral form included in Membership Development Manual.*
- *Send Membership Information forms and appropriate fees to the International office as soon as they are received.*
- *Finalize plans for delegates and other club members to attend the district convention. Be sure your delegates are reported to the district office.*

### **Due Dates:**

- *Annual Report of Club Election due June 1. (Election results must be filed with the district and International offices promptly.)*

## Things to do in July

*In July, during your term of office*

### **Review:**

- *Finalize plans for delegates and other club members to attend the district convention. Be sure your delegates are reported to the district office.*

### **Due Dates:**

- *Order Installation ceremony items to honor outgoing club leaders early from the Kiwanis Family Store to ensure delivery in time for year-end ceremonies. Allow three to six weeks plus shipping time for items requiring personalization. Delivery lead times will be longer if you wait until August or September to order. (Installation usually is conducted at the end of September or the beginning of October.)*
- *Order Kiwanis International Foundation Fellow Award for outgoing president by August 15. Mailing will be sent from Kiwanis International Foundation with details for board consideration.*
- *Complete application to honor club, division, or district leaders with Life Member Status (p. 89).*

### **Meetings:**

- *Meet with incoming secretary to discuss duties and recommend areas of improvement. Work closely with incoming secretary during the next several months and see that he/she attends education sessions conducted by the lieutenant governor and the club president.*

## Things to do in August

*In August, during your term of office*

### Review:

- *Club membership roster at the board of directors meeting to identify inactive members. Refer to Membership Development Manual and Six Pak programs for ideas on how to re-involve them in the club.*
- *Send Membership Information forms and appropriate fees to the International office as soon as they are received.*
- *Ask the Youth Services and Young Children: Priority One chairmen to work on activities for Kids' Day in September (fourth Saturday). Information available from the Marketing Department at Kiwanis International, service@kiwanis.org. Ask the chairman to complete an award application for any Young Children: Priority One projects worthy of recognition. (Award information available from the Marketing Department at Kiwanis International, service@kiwanis.org).*

### Due Dates:

- *Pay Circle K and Key Club dues, Builders Club and Aktion Club member fees and Kiwanis Kids registration fees by October 1 (where applicable). (All financial obligations should be met before installation of club's new leadership.)*
- *Assist incoming president with plans for conducting Club President's Conference for Incoming Officers and Appointees by October 1.*

## Things to do in September

*In September, during your term of office*

### Review:

- *Club roster at board meeting. Attempt to call or personally visit nonattending, nonparticipating members. Re-involve them in the club.*
- *Review Installation ceremony plans with president.*
- *Order any Kiwanis International awards earned by members (i.e., Ring of Honor, Achiever's Pin, Ruby K).*
- *Submit nomination forms to lieutenant governor or district chairman for any Young Children: Priority One awards the club may have earned.*
- *Ensure the dues or member fees for sponsored clubs are being processed.*

### Due Dates:

- *Pay Circle K and Key Club dues, Builders Club and Aktion Club member fees and Kiwanis Kids registration fees by October 1 (where applicable). (All financial obligations should be met before installation of club's new leadership.)*
- *Prepare Annual Club Report. Mail to designated person in district by October 31.*
- *Assist incoming president with plans for conducting Club President's Conference for Incoming Officers and Appointees by October 1.*
- *Club assessment (p. 37) and community analysis (p. 36) completed by October 1.*

### Attend:

- *Ensure representatives from your Key Club and Circle K club attend Key Leader Weekends.*

### Item of Note in September

- *Kiwanis Kids' Day*

## Things to do in October

*In October, after your term of office*

### **Due Dates:**

- *Pay Circle K and Key Club dues, Builders Club and Aktion Club member fees and Kiwanis Kids registration fees by October 1 (where applicable).*
- *File Annual Club Report by October 31. Mail to designated person in district. Report will be reviewed and club may receive recognition as an Honor Club for best service project(s).*
- *Complete Annual Audit (see Article XIX of club bylaws).*

### **Meetings:**

- *Pass on materials to the new club secretary. The secretary is custodian of current records, reports, and minutes, but at the end of each year, these should be placed in permanent files and held by a member appointed as custodian of permanent records.*

*Congratulations on your year of excellence!*

# Club President

## Duties & Responsibilities

*During the next 16 months, you will plan, organize, and carry out a diverse set of responsibilities associated with your role as the club's chief executive officer.*

Be assured that everyone in your club wants you to be successful. Most members will help you succeed if the tasks and expectations are clearly defined, reasonable, and the members share appropriate interest

and skill. Remember, “planning and preparation count” and “enthusiasm is catching.” Your basic duties are prescribed in the Standard Form for Club Bylaws, Article VI.

### Duties and Responsibilities

- *Appointing and delegating* — Take great care in the appointments you make and in delegating tasks.
- *Attending* — As an ex-officio member of all committees, attend as many committee meetings as possible (but let the chairmen run their meetings). Attend, and encourage others to attend, the International convention and all division and district functions.
- *Budgeting* — Make certain the budget is completed and approved by the board by October 1. Track it monthly. See that the books are audited externally or by internal appointees at the end of the administrative year.
- *Communicating* — Communications need to be clear, and everyone in the club needs to be linked into the communications flow.
- *Education* — Club officers, board, and committee chairmen must clearly understand and carry out their responsibilities throughout the year.
- *Evaluating* — Ongoing analysis of club meetings and operations leads to continuous improvement in the club.
- *Goal Setting* — Goals must be clear and attainable. In the end, your satisfaction will come from the knowledge that your club was active on all fronts and clearly improved during the year.
- *Monitoring* — Continuously monitor the club's progress toward goal accomplishment and the activities/responsibilities of all officers and appointees.
- *Motivating* — Establish a climate of enthusiasm, openness, and concern. Follow up, congratulate, and listen.
- *Presiding* — Make certain that each club and board meeting is well planned and organized, flows smoothly, ends on time, and that each member has great fun and fellowship.
- *Problem Solving* — Make it apparent that you are concerned and accessible. Seek input and explore alternatives before making important decisions.
- *Recruiting and Retaining* — Make certain all members are active/involved. New membership is the lifeblood of the club and its level of service.
- *Have an aggressive, yearlong membership campaign with weekly/monthly goals to be achieved.* Make certain new members understand Kiwanis before induction and are actively involved immediately after induction.
- *Reporting* — The club president bears ultimate responsibility for meeting the reporting requirements of the district and Kiwanis International. Most reports are sent to the club secretary to be completed with the club president. See page 85 for a complete list of reports and due dates.
- *Succession* — Prepare next year's president for duties as the club's chief executive. Encourage him or her to attend the Club Leadership Education Session.

## CLUB COMMITTEES AND SPECIAL APPOINTMENTS OVERVIEW

Each club has official bylaws that are based on the Standard Form of Club Bylaws and have been approved by Kiwanis International. The Standard Form suggests several standing committees that all clubs should appoint. (If you cannot locate your club's bylaws, you can request a copy from the Member Services Department, ext. 390, at Kiwanis International.)

Other than those committees required by your club's bylaws, the club president-designate may establish special committees for the year or portion of the year to meet special needs or interests of the club. Your club may have certain special committees that are club traditions but do not appear in the club bylaws. As president-designate you are not required to continue any club committee except those listed in your approved bylaws. Carefully review all existing special committees to determine which ones should continue.

In some instances, a given issue may require study or actions by an individual (special appointment) rather than a committee. For example, you may want an appropriate past president to serve as a special advisor to the president, or you may want an individual to review your club's bylaws for possible updating.

## General Duties of Standing Committees

*The Committee on Club Administration* is responsible for providing the most effective club meeting possible. Areas of focus should include the club meeting program, risk management, reception, fellowship, and inter-club relations, as well as other areas the committee may deem pertinent.

*The Committee on Community Services* should implement projects on the arts, business affairs, citizenship, civic improvement, community beautification, conservation, health, international understanding, literacy, public affairs, safety, or help for senior citizens and disabled persons. Popular projects include Special Olympics, Meals on Wheels, issues forums, and youth exchange.

*The Committee on Finance and Fund-raising* is responsible for preparing a budget of estimated income and expenses for submission to the board of directors, as well as any recommendations it may have on financial matters of the club. It also is responsible for securing the funds necessary to meet budget requirements.

*The Committee on Human and Spiritual Values* should implement projects that support spiritual development, provide human companionship and comfort, or offer counseling and guidance. Projects can encourage interfaith and interdenominational religious activity, such as prayer, but should not support a specific religious sect. Popular projects include prayer breakfasts, layman of the year awards, transportation to religious services, visits to nursing homes, and support of grief counseling.

### Timeline

All committee chairmen and special appointments should be made prior to July 15. Selection of committee members should be completed by August 1. During August, the chairman of each committee should meet with committee members to review committee materials and committee goals and timelines.

Service committees should work out the details for conducting/completing a community analysis, which needs to be completed by October 1. All committees and special appointees should finalize a project schedule and submit a budget proposal for board consideration before the end of September.

*The Committee on Membership Growth and Education* should strive to increase membership according to the standards provided in the bylaws. The committee should consider all Membership Applications and submit its recommendations to the board of directors. The committee also should develop an effective orientation and induction ceremony for new members and promote regular attendance by all members at club meetings.

*The Committee on Public Relations* is responsible for helping to ensure that the public receives, through the media and other means, the Objects, goals, programs, and achievements of Kiwanis International and the club.

*The Committee on Sponsored Youth* shall devise ways and means to establish and support Kiwanis Kids clubs in elementary schools, Builders Clubs in junior high or middle school, Key Clubs in high schools, Circle K clubs in the universities and colleges and Aktion Clubs for adults with disabilities and should encourage and promote the activities of all Aktion Clubs, Kiwanis Kids, Builders Clubs, Key Clubs, and Circle K clubs sponsored by the club. The committee should include the Kiwanis club advisors to sponsored Circle K, Key Club, Builders Club, Kiwanis Kids and Aktion Club.

*The Committee on Young Children: Priority One* should implement projects for children, prenatal through age five. Projects can address maternal and child health, childcare, early development, nutrition, parenting education and support, advocacy, pediatric trauma, or safety. Popular projects include encouraging literacy, assisting childcare and preschool programs, distributing the home-safety checklist, conducting bicycle safety programs, and assisting with immunization programs.

## Selection and Motivation of Committee Chairmen and Special Appointees

Because club success is so dependent on the organization and functioning of the club's committees, the process you utilize to select committee chairmen and the type of continuing relationship you establish with those selected are of critical importance.

Motivation to action is enhanced when people have a clear definition of expectations and timelines and sufficient reminders, follow-up, and praise. The General Duties of Committee Chairmen (p. 20) covers the basics you should negotiate with each club member who wants to chair a club committee or perform a special task for the club.

## Committee Structure and Special Appointments

*Discuss these steps with current president and secretary:*

1. List all current standing committees (see bylaws): \_\_\_\_\_

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2. List all current special committees: \_\_\_\_\_

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3. List all current special appointments: \_\_\_\_\_

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4. Cross out those committees and appointments from 2 and 3 above that will complete their work by the end of the current year and should not be reappointed for your administrative year.

5. List additional special committees that are needed during your year as president: \_\_\_\_\_

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6. List additional special appointments that are needed during your year as president: \_\_\_\_\_

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7. Review the General Duties of Committee Chairmen. (p. 20)

8. Provide the General Duties when approaching candidates and making appointments.

9. Remember to give ongoing feedback and encouragement throughout the year.

## Club President-Elect/Vice-President

*Your basic duties are prescribed in the Standard Form for Club Bylaws, Article VI.*

### Duties and Responsibilities

- Preside at club meetings in the absence of the president.
- Attend board of directors meetings.
- Preside at board of directors meetings in the absence of the president.
- Perform other duties as pertain to such office or as may be assigned by the president or the board of directors.

*Time spent working with the president will provide insight on the following year's duties.*

*Attendance at the division education conference, division council meetings, and district and International conventions will help prepare the president-elect to assume the leadership role of president.*

## Special Advisor to the President

Before the beginning of the administrative year, the incoming club president should check the club roster for the name of a member who may serve as special advisor.

The special advisor may be a past secretary, president, lieutenant governor, governor, or any Kiwanian with long service who understands the purpose and function of Kiwanis.

It is not expected that the new president or advisor know everything about Kiwanis. The advisor will be able, however, to assist the president in decision-making and to present the overall picture of club operations as they relate to the division, district, and International organization. This is not an elected position, but all club members should be made aware of the appointment to ensure confidence among club members, committee chairmen, and the advisor.

The president should exercise care in the selection of the advisor, for this appointment may be the key that helps the club have a successful year.

## General Duties of Committee Chairmen

*The committee chairman is the key to effective committee functioning. Without leadership, the committee has no motivation and no authority for functioning. Each committee chairman is to:*

1. *Call a meeting of the committee during August prior to the beginning of the administrative year. Agenda should include:*
  - a. Orienting committee members to area of responsibility, committee procedures, and schedule for the coming year.
  - b. Reviewing basic materials received from the president-designate.
  - c. Considering special goals, requests, or other communications from the president-designate.
  - d. Reviewing the activities and achievements of the committee during the past year.
  - e. Seeking suggestions from each person present on possible activities of the committee during the coming year.
  - f. (Service committees) Discussing methods by which the committee will become aware of community needs and opportunities related to its area of responsibility—preferably through completion of a community survey and analysis (p. 36).
  - g. Determining the amount of funds the committee needs in the forthcoming club budget.
  - h. Planning for specific activities that will be initiated in October.
  
2. *Call monthly meetings of the committee to ensure the implementation of activities agreed upon. Monthly agenda items should include:*
  - a. Review of communications received by the chairman and any member.
  - b. Review and evaluation of achievements since the past meeting.
  - c. Determining activities for the coming month.
  - d. Assigning responsibilities to committee members: who, when, where. (The chairman does not need to direct every activity; any member can serve as a project chairman.)
  - e. Reviewing and refining plans for the remaining months of the administrative year. (Prior to October 1, the committee should develop a tentative 12-month plan of action and then adjust it as necessary at subsequent meetings.)
  
3. *Submit written report to secretary and president by end of each month.*
  
4. *Attend each meeting of the board of directors and be prepared to report on committee plans and achievement.*

Please make a copy of this page for each committee chairman and special appointment. Think through the job description and then negotiate the specific tasks and timelines with each appointee.

## Board of Directors

### Duties and Responsibilities

*The board of directors meets at least once a month and at the call of the president or by call of a majority of the board of directors. The Standard Form for Club Bylaws is the reference for board responsibilities:*

#### Membership - Articles III, IV

- Procedure for admitting members
- Senior and honorary membership
- Resignations

#### Discipline - Article V

- Suspension and reinstatement of membership

#### Structure - Articles VII, XI

- Board member qualifications
- Board responsibilities (determine the policies and activities of the club, elect and discipline members, approve the budget, approve all bills, take counsel with committees, general management of the club\*)
- Club and board meetings

#### Policies and Procedures - Articles XI, XII, XV, XVII, XVIII, XIX

- Approve length of club meetings for special occasions
- Determine date of annual meeting for election of officers
- Oversee filling of club officer vacancies
- Review and approve International and district reports
- Pay dues and other obligations to International and the district
- Provide funds for expenses of convention delegates
- Provide representation at International and district meetings

#### Consider public questions or proposed legislation following review by the committee on community services

- Determine revenue sources for approval by members
- Adopt budget by October 1 (no later than October 15)
- Provide audit of club's books of account
- Determine the official depository
- Designate substitute to sign checks
- Assign duties to the vice-president/president-elect

\*Every member of the board (not just the president and secretary) should evaluate club performance continuously: board functioning, committee functioning, the functioning of individual officers, the club meeting, membership growth, Kiwanis education, financial management, public relations, achievement by service committees, attendance, relationships with its sponsored program organizations, reports, and everything else suggested by the phrase "the general management of the club" (Article VII, Section 4).

Then, when the board meets, the reports of the secretary, treasurer, and committee chairmen will not be routine items on the agenda. Rather, they will provide opportunities for every board member to express commendations, concerns, or recommendations. A board meeting then becomes an evaluation session, and the board will carry out its role of "general management of the club" by taking appropriate action if the need for action is apparent.

## Club President's Education of Incoming Officers and Appointees

*Person Responsible: New Club President*

### **Purposes:**

- To review the club organization and the specific responsibilities of each elected and appointed leadership position in the club.
- To review and finalize the goals, actions, and timelines for overall club improvement and each committee and special appointment.
- To review Kiwanis International, district, and division goals for the club and incorporate these into the club's goals.
- To review the preliminary budget (income and expenses) for the club to accomplish its goals.
- The board of directors should approve final budget by October 1.
- To present a calendar of upcoming club, division, district, and International events.

### **When:**

The Club President's Education of Incoming Officers and Appointees must be completed by September 30.

### **Preliminaries:**

- This Leadership Guide provides step-by-step monthly guidance for planning and preparation, as well as essential worksheets, checklists, and reference materials to ensure a successful year for club presidents, club secretaries, and lieutenant governors.
- *Appointments, Goals, Actions, Timelines (accomplish in June-August)*. Utilizing the Leadership Guide, work individually with each elected and appointed club leader to establish a clear understanding of responsibilities and agree to a set of goals and timelines.
- *Committee Organizational Meetings*. During the months prior to October, club committees should conduct organizational meetings to develop goals into preliminary plans of action and to develop a preliminary estimate of implementation costs.
- *International Convention (June/July) and District Convention*. Attend as a club delegate. Seminars conducted during these conventions provide a wealth of information useful to clubs in the areas of service, growth, and club organization.
- *Club Leadership Education (Spring/Summer)*. Organized by incoming lieutenant governor to present district/division goals, expectations, and events, and to work with incoming presidents and secretaries on specific day-to-day operational procedures and requirements.

## Bringing It All Together

1. *See that committees conduct organizational meetings and that goals and timelines are established.*
2. *Ask each elected and appointed incoming club leader to prepare an overview of responsibilities, goals, and timelines for presentation at the conference. Ask committee chairmen to compile the results of their organization meetings into comprehensive reports of proposed committee goals, timelines, and estimated expenses/income.*
3. *Gather district and division goals, and goals for general club improvements that are not covered by committees, for presentation at the conference.*
4. *Review with the incoming club secretary the due dates for reports and verifications, application deadlines, club annual meeting and election, award criteria, etc. (Use club bylaws, achievement award criteria; information on upcoming International, district, division, and club activities, etc.) Incoming club secretary should prepare a calendar for club leaders, which chronologically by month/day identifies all due dates and major events throughout the year. This should be presented at the conference. Also, the club secretary might provide incoming club leaders with copies of the club's bylaws, the "Club Status" criteria, information about achievement award criteria, and information about life member status, banner patch awards, etc.*
5. *Work with incoming secretary and treasurer to organize a preliminary budget. Treasurer should prepare for presentation at the conference.*

### Notification:

Establish a time and place for meeting and make certain each elected and appointed club official will attend.

## Club President's Education of Incoming Officers and Appointees (Sample Agenda)

Conference Site _____	Date _____	Time _____	
<b>Time</b>	<b>Topic</b>	<b>Presenter</b>	<b>Time Allocated</b>
_____	<b>Opening:</b> Call to Order	_____	_____
	Flag Salute (optional)	_____	_____
	Invocation (Optional)	_____	_____
_____	Present overview of upcoming year (club organization, plans)	Incoming President _____	_____
	Distribute club, division and district goals and plans	Incoming President _____	_____
	Acknowledge preparation for this conference and the upcoming year, by incoming elected and appointed club officials	Incoming President _____	_____
_____	Secretary's report and discussion (review of bylaws, reports, awards; distribution of calendar of upcoming events, activities, and deadlines)	Incoming Secretary _____	_____
_____	Reports of club officers and appointees (review all officers, appointees general duties/responsibilities, committee goals, action plans)	_____	_____
_____	Treasurer's report and discussion (current service/incoming treasurer administrative accounts, preliminary budget of income/expenses)	_____	_____
_____	Establish schedules (board meetings, committee meetings, committee report due dates)	_____	_____
_____	New business	_____	_____
_____	Questions/ Answers	_____	_____
_____	Adjourn	_____	_____

## Club President's Conference

*(To be conducted during the club's first or second regular club meeting in October.)*

### Topics to cover

Thank immediate past president and outgoing leadership team.

Introduce the incoming club leadership team:

- Officers
- Board of Directors
- Committee Chairmen
- Special Appointments (newsletter editor, special advisor to the president, public relations, etc.)

Distribute club roster.

Distribute and review club bylaws.

Announce the Kiwanis International President's goals for the year and review Young Children: Priority One.

Announce club's major goals and objectives for the year and what is needed and expected from members for the club to have a great year.

Have committee chairmen and others announce any immediate upcoming events or special plans.

## Board of Directors Meeting

*(Sample Agenda)*

### Roll Call

### Club Secretary's Report

- Minutes
- Correspondence
- Approval for Payment of Bills

### Treasurer's Report

- Administrative and Service Accounts

### Report from Membership Committee

- Proposed New Members
- Resignations
- Review Club Rosters

**Other Committee Reports** \_\_\_\_\_

\_\_\_\_\_

**Unfinished Business (Prepare list in advance)** \_\_\_\_\_

\_\_\_\_\_

**New Business** \_\_\_\_\_

\_\_\_\_\_

### **Club Evaluation** (Discussion/suggestions for positive adjustments in club operations.)

Attendance	Club Newsletter	Kiwanis Education	President's Goals
Membership	New-club Building	Key Club	Service to Community
Club Meetings	Inter-clubbing	Circle K	Committee Functioning
Fund-raising	Builders Club	Aktion Club	
Finances	Public Relations	Kiwanis Kids	

\_\_\_\_\_

\_\_\_\_\_

### **Division Business**

### **District Business**

### **International Business**

## Club Meeting Agenda

<i>(Sample)</i>	Person Responsible	Start Time	End Time
<b>Opening Ceremony</b>			
<i>(This may include a patriotic song or pledge, an inspirational thought, an invocation, or a simple welcome.)</i> .....			
_____	_____	_____	_____
<b>Introductions</b>			
<i>(Visiting district and division officers, new members, inter-clubs, other guests.)</i> .....			
_____	_____	_____	_____
<b>Communications Received</b> .....			
_____	_____	_____	_____
<b>Announcements</b>			
• Board Actions.....			
_____	_____	_____	_____
• Projects.....			
_____	_____	_____	_____
• Meetings.....			
_____	_____	_____	_____
<b>Committee Chairmen Reports</b> .....			
_____	_____	_____	_____
<b>Recognition of Members</b>			
• Induction Ceremony .....			
_____	_____	_____	_____
• Awards Received .....			
_____	_____	_____	_____
• Newspaper Publicity.....			
_____	_____	_____	_____
• Birthdays.....			
_____	_____	_____	_____
• Anniversaries .....			
_____	_____	_____	_____
• Club Achievement.....			
_____	_____	_____	_____
• Extend greeting to visitors expressing appreciation for their attendance .....			
_____	_____	_____	_____
<b>Presentations</b>			
• Perfect Attendance Tabs .....			
_____	_____	_____	_____
• Certificates and Other Awards .....			
_____	_____	_____	_____
<b>One-Minute Education Spot</b>			
<i>(See <a href="http://www.kiwanis.org/resources/club">http://www.kiwanis.org/resources/club</a> for "Education Minutes")</i> .....			
_____	_____	_____	_____
<b>Program</b>			
• Introduction.....			
_____	_____	_____	_____
• Program .....			
_____	_____	_____	_____
• Thanks .....			
_____	_____	_____	_____
• Extend appreciation to visitors for attending .....			
_____	_____	_____	_____
<b>Adjournment</b> .....			
_____	_____	_____	_____

## Club Meeting Protocol

*Kiwanis protocol is planning and carrying out meetings in accordance with commonly accepted standards of good manners, dignity, courtesy, and proper respect for all participants.*

- Members are greeted as they arrive.
- Flags, banner, bell, gavel, name badges, lectern, and guest badges are in place. Audiovisual aids are checked before the meeting.
- Visiting Kiwanis leaders (governor, lieutenant governor, etc.) are seated at the head table and recognized once during the meeting; they need not be recognized by each program participant. If a club invites the district governor or lieutenant governor, the club assumes all expenses with the exception of transportation.
- Complimentary meal arrangements for any guests are made prior to their arrival.
- It is a traditional practice in many Kiwanis clubs for members to rise and applaud when their lieutenant governor, governor, a member of the Kiwanis International Board, a past president of Kiwanis International, or other distinguished Kiwanian is introduced.
- When both the district governor and the host lieutenant governor are present at a club meeting, the president introduces the lieutenant governor who, in turn, introduces the governor.
- General introductions include inter-club delegations, visiting Kiwanians, potential members, representatives of sponsored program groups, and other guests.
- All members stand for the invocation.
- The president develops a standard timed agenda, knows who will have the floor, briefs all participants on their roles, and begins and ends meetings on time (p. 27).
- The president should recognize the achievements of individuals and committees and express the thanks for the club.

### Courtesies to Speakers

*Inform a speaker of:*

- The date, time, and place of the meeting
- Any request for speech content
- Approximate size of the audience
- Meeting agenda, time allotted for the speech, and adjournment time
- What equipment is available (lectern, screen, etc.).
- Request the spelling and pronunciation of the speaker's name and a resumé for publicity and an introduction.
- A designated member greets the speaker and introduces him or her to the president and other members. The speaker is given a guest or speaker's badge and seated at the head table.
- A brief, formal introduction of the speaker precedes the presentation. A certificate of appreciation, subscription to KIWANIS magazine, or other inexpensive memento is an appropriate thank you, and club members should informally introduce themselves and express their thanks following the program. A day or two later, a note of appreciation should be sent from the club.
- Members who must leave before or during a speaker's presentation should apologize to the speaker before leaving and sit at the rear in order to leave unobtrusively.
- Many clubs make it a practice to rise and applaud when the speaker is introduced or at the conclusion of the presentation.

## An Induction Script for New Members

While this is only a suggested format, keep in mind that the purpose of an induction is to begin the new member's Kiwanis experience in a meaningful way.

This ceremony focuses on the importance of personal sponsorship of a new member and what it means to be a Kiwanian.

### **PRESIDENT:**

Kiwanis is something so good that each of us should want to share it. Surely there is no better evidence of our willingness to share Kiwanis than to sponsor a new member into our club. Each month, Kiwanis International inducts approximately 2,900 new members within our 96 countries. Today we are very pleased to recognize \_\_\_\_\_ (SPONSORING KIWANIAN) for wanting to share his/her "K" with our newest member, \_\_\_\_\_ (NEW MEMBER). The induction will be led by \_\_\_\_\_ (INDUCTOR), \_\_\_\_\_ (INFORMATION ABOUT INDUCTOR - past club president, lieutenant governor, etc.) I would like to ask these individuals to join me here.

### **INDUCTOR:**

We are all very thankful to \_\_\_\_\_ (SPONSOR) for sponsoring our new member. \_\_\_\_\_ (SPONSOR), will you introduce \_\_\_\_\_ (NEW MEMBER) to his/her fellow Kiwanians?

### **SPONSOR:**

Thank you. I take great pride in presenting our newest member, \_\_\_\_\_ (NEW MEMBER). He/she lives in \_\_\_\_\_ (CITY). \_\_\_\_\_ (NEW MEMBER). He/she and \_\_\_\_\_ (SPOUSE'S NAME, if applicable) have \_\_\_\_\_ (NUMBER) children: \_\_\_\_\_ (NEW MEMBER) is originally from \_\_\_\_\_ and has a \_\_\_\_\_ (DEGREE) from \_\_\_\_\_ (SCHOOL NAME). He/she is a \_\_\_\_\_ (TITLE OF POSITION) with \_\_\_\_\_ (EMPLOYER). Among his/her special interests are \_\_\_\_\_. I am very excited to be his/her sponsor.

### **INDUCTOR:**

\_\_\_\_\_ (NEW MEMBER), by presenting you with this Official Certificate of Membership, I welcome you, on behalf of the entire membership, into the Kiwanis Club of \_\_\_\_\_. (Inductor presents membership certificate to the new member.)

### **PRESIDENT:**

We welcome you to this global organization of volunteers dedicated to changing the world one child and one community at a time.

Will you, \_\_\_\_\_ (SPONSOR), now place the pin on \_\_\_\_\_'s (NEW MEMBER) lapel? (Sponsor pins new member with "K" he/she has been wearing today.) \_\_\_\_\_ (SPONSOR), the club thanks you for your willingness to share the values of service and fellowship in Kiwanis International with another individual. A new member for our club means new ideas, new enthusiasm, greater fellowship - and greater service. (If there is some recognition piece for the sponsor, it can be presented now.)

Today we have brought into our club a new member. As evidence that we commit to keeping our obligation to him/her as well, let's all stand and welcome \_\_\_\_\_ (NEW MEMBER) into our club! (Applause) We will ask \_\_\_\_\_ (NEW MEMBER) and \_\_\_\_\_ (SPONSOR) to come to the entryway as we adjourn to give you the opportunity to introduce yourself. Thank you!

## Annual Club Meeting (Election of Officers)

### Date

The Annual Club Meeting shall not be conducted earlier than the first week in April and not later than the second week in May (Standard Form for Club Bylaws, Article XI, Section 5).

### Purpose

Elect officers and directors and hear reports from the club secretary and treasurer.

### Schedule

As prescribed in club bylaws: at least five weeks in advance, the president appoints a nominating committee and announces it at a regular meeting (XII, 3).

The nominating committee submits a list of nominees to the president who, in turn, reports the list to the membership two weeks prior to election (XII, 4). At that time (or earlier), all club members are informed of the date of the annual meeting.

The president opens nominations from the floor at a regular meeting at least one week before the annual meeting (XII, 4).

On the day of the annual meeting, the election is conducted (XII, 5-8). (The president should review Article XII in its entirety prior to the election.) The president appoints a committee on elections (to distribute, collect, and count the ballots, and to report the results to the president) and presides during the election.

The Annual Report of Club Election must be submitted by June 1.

### How Nominations Are Made

1. *By the nominating committee*

President: "We will have the report of the nominating committee."

Chairman of the Nominating Committee: "The nominating committee submits the following nominations: For president, Bob Adams; for vice-president,"...(etc., for each office to be filled-in the order listed in Article VI, ending with directors to be elected).

2. *From the floor*

President: "For president, Bob Adams is nominated by the nominating committee. Are there any further nominations for president?"

Member: "I nominate Shanice Walker."

President: "Shanice Walker is nominated. Are there any further nominations for president?"

If there are no further nominations for president:

President: "If not, nominations for president are closed." (The same procedure is followed until all nominations from the floor for all officers and directors are completed and nominations are closed.)

## Voting Procedure

For any office in which there are more nominees than vacancies, the Standard Form for Club Bylaws (XII, 2) provides that “voting shall be by ballot and shall not be cumulative.” The president announces the offices to be filled and the candidates who have been nominated. Candidates must receive majority of votes cast to be elected. If additional balloting is required for this to happen, bylaws prescribe the procedure.

When the number of nominees for any office is the same as the number of vacancies, the president can declare candidates elected by “common consent” or by a “voice vote.”

1. *By common consent:*

President: Announce the office and the candidate. For example: “If there is no objection, the chairman declares Laura Conaway elected president.”

2. *By voice vote:*

President: “As many as are in favor of Laura Conaway for president, say aye. Those opposed, say no. The ayes have it, and Laura Conaway is elected president.”

If there have been no additional nominations from the floor, the entire slate recommended by the nominating committee can be elected similarly and at one time.

In any case, “only active, privileged, and senior members present and in good standing may vote. There shall be no voting by proxy.” Honorary members may not vote.

(Note: Depending upon your own bylaws, the secretary must either (1) be elected at this annual meeting or (2) be elected within one week after the annual meeting by the officers and directors who will constitute the board of directors the following year. (See XII, 7, and the explanatory note to XII, 1.)

## Installation of Club Officers

*(To be conducted at the end of September or the beginning of October.)*

### Arrangements Worksheet

Person Responsible

#### Preliminary Organization

- Plan the budget.
- Arrange date with lieutenant governor.
- Select and contract site.
- Arrange meal and entertainment.
- Order pins and awards.

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#### Programs

- Design program.
- Determine quantity and order.
- Take programs to site.
- Distribute programs.

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#### Participants

- Prepare list of honored guests.
- Prepare list of outgoing and incoming officers and directors with pronunciation guide for installing officer.
- Invite spouses and other special guests, including presidents and faculty advisor(s) of Circle K, Key Club, Builders Club, Kiwanis Kids or Aktion Clubs.
- Confirm attendance and make reservations for expected attendees.

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#### Seating Arrangements

- Seating, which may be determined by club tradition, often includes a head table for the incoming and retiring presidents, the lieutenant governor (or other installing officers), the invocator, the master of ceremonies and speakers (if any).
- If spouses are invited, the spouses of these participants also are seated at the head table.
- Place cards for honored guests.
- Nametags on head table (purchase/ fill out/ arrange).

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#### Decorations

- Order centerpieces for tables.
- Pick up and arrange decorations.

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## Installation of Club Officers

*(Sample Agenda)*

Person Responsible

<b>Call to order</b>	_____
<b>Pledge of Allegiance (US clubs)</b>	_____
<b>Invocation</b>	_____
<b>Welcome</b>	_____
<b>Introduction of head table</b>	_____
<b>Introduction of other guests</b>	_____
<b>Introduction of entertainment</b>	_____
<b>Special presentations</b>	_____
Recognition of retiring directors and officers	
Recognition of immediate past president	
Achievement awards and recognition	
<b>Installation</b>	_____
New directors	
Secretary	
Treasurer	
Vice-president	
President-elect	
President	
<b>Acknowledgments</b>	_____
<b>Benediction</b>	_____
<b>Adjournment</b>	_____
<b>Payment of expenses</b>	_____
<b>Evaluation</b>	_____

## Installation of Club Officers

Recognize retiring directors and officers who will not be holding another office in the new year. The installing officer should ask these individuals to stand. This person thanks them for the leadership given to the club in the past year. The audience is asked to recognize them with applause.

**Suggested text:** (Ask immediate Past President to come forward as his/her name is announced)  
*"It is a wise provision in Kiwanis that provides for the Immediate Past President to continue one more year as a member of the board of directors. Experience as chief executive officer this past year will enable you to be most helpful, not only to your successor, but to the conduct of the business of the club by the new board of directors and the club. It is my pleasure to present to you your past president's pin and by so doing, to charge you with giving your best as you remain a member of the board for one more year. Congratulations to you on your fine record this past year."*

**Suggested text:** (Ask New Directors to come forward as their names are announced.)  
*"The board of directors of a club is composed of you, the elected directors, and the officers. The board of directors handles most of the business of the club, so you have a tremendous responsibility. You shall determine the policies and activities of the club, approve the budget, approve all bills, take counsel with committees, and have general management of the club. I know you will accept these responsibilities with a desire to see that this club has the best year ever. It now becomes my pleasure to formally install each of you as a director of this club."*

**Suggested text:** (Ask New Secretary to come forward as his/her name is announced.)  
*"In Kiwanis, the "unsung hero" is the club secretary. Your role in handling club affairs, such as looking after all details of the club and board meetings, reports to be made, dues to be collected, correspondence to be answered and records to be kept up to date is all important if the club is to continue to run smoothly. The importance of the club secretary cannot be overemphasized. There has yet to be a successful Kiwanis club without an interested or effective secretary. I hereby formally install you as secretary of this club."*

**Suggested text:** (Ask New Treasurer to come forward as his/her name is announced.)  
*"As treasurer, you have been elected to an office demanding not only absolute integrity but also financial ability. It is your task to deposit the funds of the club and to disburse them upon the direction of the board of directors. You will report on the club's finances at each meeting of the board and at such other times as the president and the board may request. I formally install you as treasurer of this club, knowing that you will be faithful to the trust given to you."*

**Suggested text:** (Ask Vice-President to come forward as his/her name is announced.)  
*"As next in line to the president, all that the president is, you are potentially. You will carry out the duties in the president's absence. I would ask that you consider the remarks to be made to your new president as being addressed to you also. I formally install you as vice-president of this club."*

(If the club has more than one vice-president, these remarks must be adjusted accordingly.)

**Suggested text:** (Ask President-Elect to come forward as his/her name is announced.)  
*"You have been selected to lead your club during the following year. I ask that, like the vice-president, you would consider the remarks to be made to your new president as being addressed to you also. As you plan activities in your life, be mindful of the responsibilities you are accepting for leadership in the future with your club. You already have committed to attend the Club Leadership Education when it is offered and attendance at division and district meetings. I hereby formally install you as president-elect of this club."*

**Suggested text:** (Ask President to come forward as his/her name is announced.)

*“You have been elected to the highest office your club can bestow upon you. It is an office of great honor but, also one with great responsibilities. To no small degree, the success of your club in this new year will depend upon the leadership you exhibit, in the conduct of club and board meetings, and counseling and inspiring your committees. You have been provided with the materials and the education designed to help you administer this club as its chief executive officer, but let me emphasize again several aspects of Kiwanis club leadership. Though you will be making many suggestions on the total program of the club, you must not become discouraged if your ideas are not always accepted. Your fellow officers, directors, and committee chairmen will also have many excellent ideas just as worthy of consideration. Do not assume the responsibilities of your fellow officers and your committee chairmen. Rather, inspire each of them to give of his or her best. Finally, I urge you to accept as your goal the task of making your club better, more meaningful to its members, and more valuable in its service to the community. I hereby formally install you as president of this club, and I sincerely hope that your administrative year will exceed your fondest expectations.”*

**Conclusion**

*“I congratulate the club on the excellent officers installed on this day, and wish for them and your club a most successful year. I can assure you of the complete cooperation and assistance of the division, district, and International officers and committee chairmen.”*

**PLEASE NOTE:** On some occasions, time simply will not permit more than a very brief installation ceremony. In such cases, the following might be used as is or as modified by the installing officer:

**Recognition of retiring directors and officers who will not be holding another office in the new year.** (Use suggestions in preceding ceremony.)

**Immediate Past President.** (Announce his or her name and ask them to come forward)  
(Use suggestions in preceding ceremony.)

**Installation of new officers and directors.** (If room permits, ask these individuals to come forward so they might better be seen by the audience.)

*“I do hereby proclaim that each of you is officially installed in the office to which you have been elected.*

*“I congratulate the club on the excellent officers installed on this day and wish for them and your club a most successful year. I can assure you of the complete cooperation and assistance of the division, district, and International officers and committee chairmen.”*

## Community Analysis

*Conducting a community analysis will help the club find projects that, if successfully implemented, will have a meaningful impact on the community. The purpose is to discover and identify services the community lacks and transform that information into positive change by club members and community resources. All clubs should conduct a community analysis to ensure the club's projects and services are still needed and to identify new initiatives.*

### Important Steps

1. Communicate with club members the need to evaluate the club's current role in the community.  
Suggest that current projects be reviewed to see if their services are still effective.  
Are a significant number of people being served?  
Does another agency offer the same services?  
Are positive public relations opportunities afforded to the club through its projects?  
Are members still interested in the projects?  
Does the community still value the projects as much as the club does?
2. Invite club members to participate in a community analysis committee.
3. Meet to brainstorm a list of key informants and service providers within the community.  
Key informants include elected and public officials, advocates, religious leaders, and company CEOs.  
Service providers are those who offer services to the community such as hospital personnel; health, human-service, safety, government, and law-enforcement agencies; child-care providers; and public-school officials.
4. Divide the list of informants and providers between committee members.
5. Call each informant to see if he or she would be willing to participate.  
For organizations, committee members will need to determine the name, title, address, and phone number of the most appropriate person to survey.
6. Conduct the survey by interview, phone survey, or written questionnaire. The questionnaire should include:  
A self-addressed, stamped envelope and a cover letter, which outlines the purpose of your survey, describes your club, and indicates a deadline for survey response.
7. Make follow-up phone calls to those who have not returned surveys.
8. Meet to review findings, compile data, and analyze findings.  
Attach statistics and resource materials.  
Eliminate impractical project recommendations. Weigh the club's resources against the community's needs.  
Prioritize remaining projects according to need, urgency, potential impact, club interests, community support, and resources available.  
Develop formal service-project and fund-raising recommendations for club leaders.  
Consider utilizing information to help develop a 3-5 year strategic plan.
9. At the following board meeting, present findings and recommendations to board members.
10. Send findings, along with thank-you notes, to informants.  
Include project plans and an invitation to upcoming meetings or events.
11. Keep results on file and review annually to update projects and keep the club's efforts focused on the community's needs.
12. You may want to request a copy of the needs analysis booklet for the Young Children: Priority One program.

## Club Assessment

All Kiwanis clubs should undergo regular checkups, because no matter how good your club is, you can always be better. An annual assessment will help you identify the current status of your club based on member input. By measuring the relative value your club offers its members, the exercise will identify characteristics that may cause current members to resign their membership or discourage individuals from accepting your membership invitation.

The annual club assessment will provide insight into your club by evaluating its performance and determining the members' expectations. What members value changes over time and so must member benefits, tangible and intangible. Therefore, it is necessary to conduct the club assessment on a yearly basis. Over time, you will be able to track how your club has evolved to meet the needs of the membership and the growth that resulted.

In addition to the annual assessment, there are simple things that can be done throughout the year to keep you in touch with member expectations, such as informal one-on-one meetings with members and exit interviews with members who leave your club.

### Annual Club Assessment

The club's membership committee should administer the assessment (Membership Development Manual). Conduct the club assessment during the planning stage for the upcoming year or at the beginning of each administrative year.

#### MEMBERSHIP COMMITTEE CONTACTS THE CLUB PRESIDENT

Ask the president to include you on the board of directors meeting agenda. Ask the board to schedule time during an upcoming club meeting to conduct the survey.

#### INFORM CLUB MEMBERS

Announce ahead of time the meeting date so members are prepared. At the designated meeting, inform the members that you have been asked by the club board of directors to conduct the annual assessment and are asking for their input on how to strengthen the club.

#### CONDUCT SURVEY

Duplicate the assessment form so every member has one. Distribute the survey and ask members to answer all the questions to the best of their knowledge. Remember, perception is reality; therefore, it is important to see things from the members' perspective. Assure them all the information they provide is confidential. Encourage them to submit any additional ideas they have as well.

#### CONTACT ABSENT MEMBERS

Ask the club secretary for the addresses of members unable to attend the meeting. Mail the surveys and ask that responses be returned within one week. Assure them all their information is confidential. Provide a self-addressed, stamped envelope as an incentive. If needed, make reminder phone calls after a few days if the surveys have not been returned.

## ANALYZING THE RESULTS

Determining the average for each question will provide you with an easy way to identify club strengths and weaknesses. The average will also help reveal the relationship between the club's performance and member satisfaction by comparing the average scores for each question. Doing the assessment once will identify how the club attributes differ at one particular point in time. Conducting it annually will highlight how the same attributes have changed over time and allow you a way to track improvements.

The annual club assessment addresses key elements that impact the club's overall quality. Based on the five-point scale, any item ranking greater than three is a club strength. An item averaging three is an area that could potentially influence membership if it is not addressed. Any ranking less than three seriously lessens the appeal of the club to prospective members and causes current members to question the value of their membership.

## REPORTING THE FINDINGS

Present all the assessment findings to the board of directors and the membership committee. Review the club's strengths and weaknesses as well as suggestions the members provided. These should help you discuss possible strategies for enhancing the club's quality.

Keep club members informed by giving them a summary of any relevant results, as well as updates on the improvements to show that their input made a difference. Highlight in detail the positives that resulted from the assessment. This will reinforce that their decision to be a Kiwanian is a good one. Touch on areas you will be making improvements, and ask for further suggestions from the members.

## Club Improvement Plan

Use the Club Improvement Plan (Membership Development Manual) to prioritize strategies and create a timeline for implementation.

- Who will be responsible for addressing the concerns?
- What actions will be taken?
- When is the deadline for completion?

Keep in mind that harm can be done if member input is solicited and nothing is done with the information. Act swiftly and keep members informed of the progress.

## Informal Interviews

Throughout the administrative year, take the time to do informal individual interviews with members to continually check and see if the club is meeting their needs and expectations or to simply ask if they have any suggestions for new programs or projects.

## Exit Interviews

If a member leaves, conduct an exit interview. As a result, issues may be identified to prevent further losses. The exit interview could be a printed questionnaire or a one-on-one scripted interview.

## Things to do in June

*In June, prior to your term of office*

### **Review:**

- Review contents of this Leadership Guide and note material for incoming club secretary, committee chairmen, and special appointees.
- Place the Leadership Guide in a binder. Tabbed sections might include club roster, club goals, budget data, club bylaws, board minutes, club newsletters, committees, monthly reports, division information, and district information.

### **Meetings:**

- Schedule a summer planning meeting with Kiwanis club leadership, Kiwanis club advisor(s) to Circle K, Key Clubs, Builders Club, Kiwanis Kids and Aktion Clubs, and sponsored club officers.
- Seek advice from current officers for next year and assist them in making the current year highly successful.
- Select committee chairmen and special appointees (p. 16).
- Announce date, time, and location of lieutenant governor's Club Leadership Education, and be certain club secretary plans to attend.

### **Attend:**

- Attend the International Convention and make plans to attend the district convention to help prepare you for effective club leadership. As president-designate, you should be one of your club's delegates at both conventions.
- Club Leadership Education with other incoming officers from your club when conducted by the lieutenant governor. Note division council dates for the year and mark calendar.

# P r e s i d e n t

## Things to do in July

*In July, prior to your term of office*

### **Review:**

- *Select committee chairmen and special appointees (p. 16).* Each should understand the job expectations and the resources/support available from you and the club.
- *Review the Membership Development Manual.* Work with club membership chairman to develop solid growth plan.

### **Due dates:**

- *Determine club member interests and complete committee assignments by August 1.* Every member should serve on at least one committee.

### **Meetings:**

- *Arrange a meeting with the current president.* Seek advice on areas of improvement in the club. Ask about conducting club and community analyses in August to help you develop goals for the upcoming year.
- *Arrange meeting with current and incoming secretaries.* At that meeting, review the Club Leadership Education, Leadership Guide, and report forms.
- *Complete committee assignments.*
- *The Installation ceremony is the responsibility of the current president and secretary.* (They should order pins, awards, etc., and invite the incoming lieutenant governor to install incoming officers. See Installation of Club Officers, pp. 32-35).
- *Report back to your club about your attendance at the International convention.*

### **Attend:**

- *Accompany Builders Club, Key Club, Circle K, and Kiwanis Kids committee chairmen to visit the school principal to reinforce the sponsored club support for the coming year.*
- *Finalize plans to attend the district convention as one of your club's three delegates.*

## Things to do in August

*In August, prior to your term of office*

### Review:

- *Club President's Education of Incoming Officers and Appointees.* Determine date, time, and location. Conduct by September 30. Develop agenda (sample p. 24) and seek assistance from club members in carrying out this conference.
- *Kiwanis Family Store Catalogs with club secretary* and place orders for the start of the coming year.
- *Following summer planning meeting, incorporate calendar of sponsored club events into Kiwanis club calendar.*
- *Determine need for Director's and Officer's liability insurance with club board.*

### Due dates:

- *Board must approve final budget by October 1.*
- *Club Assessment and Community Analyses completed by October 1.* Based on results, implement a Club Improvement Plan (Membership Development Manual).

### Meetings:

- *Ask incoming committee chairmen to arrange initial meetings during August with their committees to formulate goals, action plans, and a budget for the upcoming year.* Project committees (community services, youth services, etc.) may want to undertake a community analysis. Ask for reports by September 1.
- *Make certain the incoming club meetings chairman is planning outstanding October programs, including one on Young Children: Priority One.* Reserve one or two meetings in October for the Club President's Conference (p. 25).
- *Work with the incoming secretary and newsletter editor to establish a newsletter format (p. 96) and details of distribution.*
- *See that the treasurer receives copies of pertinent information (pp. 53-57) from the incoming secretary.*
- *Arrange a meeting with the current and incoming treasurers.* Review responsibilities (p. 53), and current procedures at that meeting.
- *Schedule budget-planning session with board and committee chairmen for late September.* Determine sponsored clubs' financial support needs and include in Kiwanis club budgetary planning.
- *Include Annual Club Gift Campaign in club budget.* Monies can come from Administrative or Service Account.
- *Finalize growth plan with membership committee.* Plan membership campaigns. Target groups not represented in club.

### Attend:

- *Announce date, time, and location of Club President's Education of Incoming Officers and Appointees, and be certain they plan to attend.*

# P r e s i d e n t

## Things to do in September

*In September, prior to your term of office*

### Review:

- *Develop agenda for Club President's Education of Incoming Officers and Appointees* (Sample agenda p. 24) that includes discussion of responsibilities, goals, events, and deadlines for the coming year; the Young Children: Priority One program, and Kiwanis policies and procedures. Sources for education information are this Guide.
- *Kiwanis International Awards programs* (p. 87).
- *Plans for any joint service, social, and/or fund-raising activities for the year with your club's sponsored Circle K, Key Club, Builders Clubs, Kiwanis Kids or Aktion Clubs.*
- *Plans for Kiwanis Family Month* (November).

### Due dates:

- *Pay Circle K and Key Club dues, Builder Club and Aktion Club member fees and Kiwanis Kids registration fees by October 1* (where applicable).
- *Adopt club budget by October 1.*
- *Complete Club and Community Analyses by October 1.*
- *Annual Club Report due October 31.* This is a summation of the previous year's activities and is the responsibility of the outgoing president and secretary, but assisting them will show you the type of information to be filed during your year.
- *Ask the club chairman to send a report on the Young Children: Priority One projects planned and any materials needed to the Marketing Department at Kiwanis International, service@kiwanis.org*
- *Make certain every officer, board member, committee chairman, and special appointment is prepared to hit the ground running on October 1.*
- *Conduct Education of Incoming Officers and Appointees by September 30.*
- *Conduct Club President's Conference at first or second regular weekly club meeting in October* (p. 25).
- *Relax and enjoy your year.*

### Meetings:

- *Conduct meeting of incoming board prior to October 1* (p. 26). Finalize proposed budget for incoming board approval in October (pp. 56-57); incoming board must adopt by October 1.
- *Ask incoming secretary to prepare updated club roster for distribution to members in October.*
- *Conduct Club President's Conference at the first or second club meeting in October* (p. 25).
- *Report back to your club about your attendance at the district convention.*

### Attend:

- *Extend invitation(s) to sponsored Circle K, Key Club, Builder Club, Kiwanis Kids and Aktion Club president(s) and faculty advisor(s) to attend club officer installation event.*
- *Ensure representatives from your Key Club and Circle K club attend Key Club and Circle K Key Leader Weekends.*

### Item of Note in September

- *Kiwanis Kids' Day*

## Things to do in October

*In October, during your term of office*

### Review:

- *Develop goals and the resources needed to accomplish each, based on Club Assessment (p. 37); recommendations of committees; advice of current and incoming officers, board members, and other club leaders; and on goals established by the division, district, and International. Submit club goals to your lieutenant governor.*
- *Announce and make preparations for lieutenant governor's visit.*
- *Review Kiwanis International Foundation activities and contribution programs for clubs and individuals (p. 94). Inform the membership about the club's opportunity for participation in the Annual Club Gift Campaign.*

### Due Dates:

- *Pay Circle K and Key Club dues, Builders Club and Aktion Club member fees, and Kiwanis Kids registration fees by October 1 (where applicable).*

### Meetings:

- *Review for each club board meeting – Review sample agenda (p. 26) and minutes format (p. 3).*
- *Review minutes of past month's board meeting prepared for board approval.*
- *Prepare club board meeting agenda.*
- *Remind officers, board members, committee chairmen, and special appointees of date, time, and place.*
- *Evaluate past month's club meetings and adjust as needed (p. 27).*
- *Review roster and determine non-attending members. Re-engage them in club meetings and activities now.*
- *Collect committee reports.*
- *Pay bills.*
- *Finalize this year's goals and budget at this club board meeting. Reinforce officers' education.*
- *Approve donation to Kiwanis International Foundation for Annual Club Gift Campaign.*
- *Determine with the secretary, the number of The Kiwanis Leader subscriptions needed (p. 97) and submit updated order to Kiwanis International. All officers should receive copies.*
- *Check with each committee chairman and club officer. Set meetings for October and November. Review progress on each goal and project. Encourage active involvement of all members.*
- *Ask Public Relations chairman to submit news release about installation of club officers to local newspaper. Encourage chairman to publicize club news throughout the year.*
- *Inform club about the opportunities to sponsor a Key Club, Circle K, Kiwanis Kids, Aktion Club, or Builders Club and generate club interest to do so as soon as possible.*

*Be the first to induct a new member. Challenge others to follow your example.*

# P r e s i d e n t

## Things to do in November

*In November, during your term of office*

### **Review:**

- *Make certain all club, division, district, and International news, projects, and events are communicated through newsletters and announcements. Members should learn something about Kiwanis each week.*
- *Review achievement award progress (p. 87).*

### **Due Dates:**

- *Ensure that committee chairmen submit reports to the club secretary.*
- *Verify that Key Club, Circle K, Builders Club, Aktion Club and Kiwanis Kids club dues and fees payments have been made.*
- *Observe Kiwanis Family Month. Designate weeks to recognize the Circle K, Key Club, Builders Club, Aktion Club, and Kiwanis Kids clubs that you sponsor.*
- *Mail club donation for Annual Club Gift Campaign to Kiwanis International Foundation.*
- *Pay dues to Kiwanis International by December 31 if club's anniversary date is September, October, November or December.*

### **Meetings:**

- *Ask public relations committee to work on a public awareness event or a service project with high visibility for January.*
- *Plan a special program to celebrate Kiwanis International Foundation Week.*

### **Items of Note in November**

- *November is Kiwanis Family Month*
- *Key Club International Week*
- *Circle K International Community Service and Awareness Week*

## Things to do in December

*In December, during your term of office*

### Review:

- *Membership development plan of action with committee chairmen.* Analyze results to date. With the first quarter ending, determine if you are on target toward attaining your New Member Add Goal. As outlined in the Membership Development Manual, work on member retention efforts.
- *Order the Six Pak and Growth Revolution programs from Kiwanis International or download them from the Web site to assist you.*
- *Plans for sponsored club interaction for January through May.* Initiate plans to host a parent appreciation event for Key Club, Builders Club, or Kiwanis Kids parents.

### Due Dates:

- *Pay dues to Kiwanis International by December 31 if club's anniversary date is September, October, November or December.*

## Things to do in January

*In January, during your term of office*

### Review:

- *With the club secretary, review first quarter club and board meetings; committee programs/ projects; membership growth; member involvement; involvement in division, district, and International events and programs.*
- *Review club budget and goals.* Look for areas of success and areas needing improvement.
- *If desired, consider any proposed resolutions or amendments to the International Bylaws your club would like to see presented at the International convention.* Submit to the International Office by April 1.
- *Consider what financial assistance will be given to delegates and alternates attending the International convention.*
- *Consider what financial assistance will be given to delegates attending the district convention.*

### Due Dates:

- *Ensure the Federal Income Tax Report form 990/990EZ will be filed to the IRS by February 15 (p. 85, US clubs only).*
- *The club may send two primary delegates and two alternate delegates to represent it at the International convention for voting purposes.* They should be elected at least 60 days prior to the convention. Next year's club president should be a delegate.
- *The club may send three delegates to the district convention.* The three should be elected at least 30 days prior to the convention. Next year's club president should be a delegate to the district convention.

### Item of Note in January

- *Kiwanis Anniversary (January 21)*

# President

## Things to do in February

*In February, during your term of office*

### **Review:**

- *Ensure the Federal Income Tax Report form 990/990EZ was filed to the IRS by February 15 (p. 85, US clubs only).*
- *Make certain your Circle K and Key Clubs elect and report new officers to district and International.*
- *Consider any proposed resolutions or amendments to the International Bylaws your club would like to see presented at the International convention.*

### **Due Dates:**

- *Conduct the Annual Club Meeting between April 1 and second week in May (p. 30).*
- *Elect two primary delegates and two alternate delegates to represent the club at the International convention, at least 60 days prior to the convention. Next year's club president should be a delegate.*
- *Pay dues to Kiwanis International by March 31 if club's anniversary date is January, February, March or April.*

### **Meetings:**

- *You must appoint a nominating committee at least five weeks prior to the Annual Club Meeting. Review Articles XI and XII of club bylaws.*
- *Continue to encourage club members to register for and attend the International convention. Consider what financial assistance will be given to those attending, especially delegates.*

### **Attend:**

- *Ensure your Key Clubs and Circle K clubs are represented at district conventions.*
- *Remind Key Clubs and Circle K clubs to attend their district's education session.*
- *Participate in Read Around the World activities.*

## Things to do in March

*In March, during your term of office*

### **Review:**

- *Club roster at board meeting.* Attempt to call or personally visit non-attending, nonparticipating members. Re-involve them in the club. Order the Six Pak and Growth Revolution programs from Kiwanis International or download them from the Web site to assist you.
- *Review Kiwanis International award programs (p. 87), district, division, and club award programs.* Determine if your club is on target. Look for additional opportunities.
- *If desired, consider items of business to be proposed at the district convention.*

### **Due Dates:**

- *Appoint a nominating committee.* (See Standard Form for Club Bylaws, Articles XI and XII.)
- *Encourage club members wishing to attend the International convention to submit their registration form.*
- *If desired, submit to the International Office by April 1 any proposed resolutions or amendments to the International Bylaws your club would like to see presented at the International convention.*
- *Pay dues to Kiwanis International by March 31 if club's anniversary date is January, February, March or April.*

### **Meetings:**

- *Prepare for Annual Club Meeting/Election of Officers (p. 30).*
- *Ask membership committee to plan a Special Guest Day.* Continually encourage members to bring guests.
- *Elect two primary delegates and two alternate delegates to represent the club at the International convention, at least 60 days prior to the convention.* Next year's club president should be a delegate.
- *If not already completed, elect three delegates to represent your club at the district convention.*

### **Attend:**

- *Ensure Circle K and Key Clubs attend their district conventions.*

# P r e s i d e n t

## Things to do in April

*In April, during your term of office*

### **Review:**

- Finalize plans for delegates, alternates, and other club members to attend the International convention.

### **Due Dates:**

- Conduct Annual Club Meeting/Election of Officers between April 1 and second week in May. (See Standard Form for Club Bylaws, Articles XII and XIII, and Annual Club Meeting (p. 30).
- Membership committee should finalize plans for a Membership Drive. Continually encourage members to bring guests.
- If not already completed, elect two delegates and two alternates to represent your club at the International convention, and make sure they are reported to the International Office by April 30 on the delegate certification form.
- Pay dues to Kiwanis International by May 31 if club's anniversary date is May, June, July or August.

### **Meetings:**

- Ask the Young Children: Priority One projects chairman to complete an award application for any worthy of recognition.

### **Attend:**

- Assist your sponsored clubs with end-of-year recognition activities. Invite their parents and have Kiwanis membership materials available for them. Present mementos to outgoing officers and faculty advisors.

### **Items of Note in April**

- Club Elections

## Things to do in May

*In May, during your term of office*

### **Review:**

- Finalize plans for delegates, alternates, and other club members to attend the International convention. Members may still register; see the registration form for instructions at this point.
- If desired, consider items of business to be proposed at the district convention.

### **Due Dates:**

- Submit Club Election Report by June 1.
- Participate in Kiwanis International Foundation's Skip-a-Meal week.
- Pay dues to Kiwanis International by May 31 if club's anniversary date is May, June, July or August.

### **Meetings:**

- Encourage all members to bring a prospective member to your club meetings.
- If not already completed, elect three delegates to represent your club at the district convention.
- Encourage members to attend.

## Things to do in June

*In June, during your term of office*

### **Review:**

- Kiwanis International award programs (p. 87), district, division, and club award programs. Determine if your club is on target. Look for additional opportunities.
- Make sure new members receive proper orientation and induction.
- Help new members get involved with club committees in areas that match their interests.

### **Due Dates:**

- Submit the Club Election (p. 85) Report by June 1.

### **Meetings:**

- Involve your successor in club operations and procedures and encourage early preparation for next year.

### **Attend:**

- Ensure your Circle K and Key Clubs are represented at their International conventions.
- Finalize plans for delegates and other club members to attend the district convention.
- Remind incoming president to attend the Club Leadership Education session offered in your area. Contact district office for details.

# P r e s i d e n t

## Things to do in July

*In July, during your term of office*

### **Review:**

- *Contact members who have missed two or more meetings to avoid future deletion problems. Refer to the Membership Development Manual.*
- *Review club and member accomplishments and recognize contributions.*
- *Finalize plans for delegates and other club members to attend the district convention.*

### **Due Dates:**

- *Invite incoming lieutenant governor to install incoming officers. Installation is usually conducted at the end of September or the beginning of October.*
- *Conduct a club assessment in August to help develop goals for the next administrative year, if incoming president requests.*

### **Meetings:**

- *The installation ceremony is your responsibility. Work with your secretary to make certain the merchandise order is submitted for items traditionally used by your club to honor incoming and outgoing officers and other club leaders (officer pins, plaques, certificates, etc.), and allow three to six weeks plus shipping time for items requiring personalization.*
- *Meet with incoming president. Offer advice on areas of potential improvement in the club.*
- *Ask club members who attended the International convention to report to your club about the business that was conducted and their experiences.*

### **Attend:**

- *The president-elect should accompany Builders Club, Key Club, Circle K, and Kiwanis Kids committee chairmen to visit the school principal to ensure the sponsored programs plans are made for the coming year.*

## Things to do in August

*In August, during your term of office*

### **Review:**

- Implement a Six Pak or Growth Revolution program.
- Assist incoming president with planning for upcoming year.
- Plan Kiwanis Kids' Day event for fourth Saturday in September.

### **Due Dates:**

- Incoming board must approve final budget by October 1.
- Club Assessment and Community Analyses completed by October 1. Based on results, implement a Club Improvement Plan (Membership Development Manual).

### **Meetings:**

- Meet with sponsored club leaders and advisors to begin preparations for upcoming academic year.
- At the board meeting, review the club roster to identify nonattending, nonparticipating members. Contact them to determine what their expectations from the club are. Make sure they are satisfied. If they show a desire to become involved, help them find an activity.

## Things to do in September

*In September, during your term of office*

### **Review:**

- Order any awards earned by club members (p. 87).
- Ensure your sponsored clubs have received and are processing forms for dues and membership fee payment.

### **Due Dates:**

- Kiwanis Kids' Day event—fourth Saturday in September.
- Club and Community Analyses to be completed by October 1.
- Prepare Annual Club Report, due October 31.

### **Meeting:**

- Ask club members who attended the district convention to report to your club about the business that was conducted and their experiences.
- Conduct Installation Ceremony. (pp. 32-35).

### **Attend:**

- Ensure representatives from your Key Club and Circle K club attend Key Leader Weekends.

# P r e s i d e n t

## Things to do in October

*In October, after your term of office*

### **Due Dates:**

- *Submit Annual Club Report by October 31.* As outgoing president, you are responsible for this report.
- *Work with new president to complete Annual Audit* (see Article XIX of club bylaws).

### **Meetings:**

- Pass president's materials to incoming club president.

*Your district needs strong leaders. Consider becoming a lieutenant governor.*

*Congratulations on your year of excellence!*

# Club Treasurer

## Duties & Responsibilities

The treasurer should cooperate fully with the club secretary to coordinate financial responsibilities. Knowledge of bookkeeping and accounting would be an asset to the club treasurer.

Your basic duties are prescribed in the Standard Form for Club Bylaws, Article VI. Duties assigned to the treasurer may vary slightly among clubs. The secretary is responsible for collecting all funds due to the club and for

keeping the records of membership fees and dues, unless these responsibilities are delegated to the treasurer.

### Duties and Responsibilities

- Receive all funds paid to the club and promptly deposit them in the official depositories.
  - Disburse funds on order of the board of directors.
  - Maintain the club financial accounts and records.
  - At all times, make available for inspection by the president, the board, or any authorized auditors, the financial accounts and records of the club.
  - Make a financial report to the board monthly, at the annual meeting of the club, and at such other times as the president or board may require.
  - Perform such other duties and responsibilities as usually pertain to such office or as may be assigned by the president or board.
- *Optional:* The following provision may be added:  
Give bond in such form and amount as may be required by local regulations.
  - It is also recommended that the treasurer prepare for distribution to all members an annual summary statement of income and expenditures so they may have a clear idea of how funds are used and of the club's financial status at the end of the administrative year.

## Club Accounts

While a club may have the need for several separate accounts, every club has a minimum of two: the administrative account and the service account.

The administrative account is for all administrative expenses of the club. Its income principally derives from annual club dues, meeting meals, and membership fees from new members. On occasion, there may be an assessment of the membership made under the provisions of Article XVIII, Section 2, of the club bylaws. Such income may be used for any purpose the club desires.

The service account is for the service programs of the club. Basically, the income for this account is derived from fund-raising projects in which the public participates or from designated contributions. Article XVIII, Section 3, of the club bylaws stipulates: "Monies received from fund-raising projects in which the public participates, or from members or others, for the service activities sponsored by this club shall be segregated from the administrative funds of this club and shall be used only for the charitable, educational, religious, and eleemosynary activities of the club."

## Accounting System

Accounting systems will differ, depending upon services and equipment available to the treasurer. *The club accounting system should meet the following requirements:*

- Identify all sources of income.
- Identify all disbursements.
- Be accurate so reports made by the president, secretary, and treasurer agree as to the amount of dues received.
- Permit the accurate billing of members.
- Make it possible to know the financial standing of each member at all times.
- Enable the secretary to prepare a statement of delinquent members for the president or board. Such information is strictly confidential.

## US Revenue Act Regarding Fund-Raising Solicitations

(by US clubs only)

US legislation requires that any fund-raising solicitation by or on behalf of Kiwanis clubs and Kiwanis districts must include an express statement that "contributions or gifts to the club are not deductible as charitable contributions for federal income tax purposes." The statement must be in a conspicuous and easily recognizable format on all solicitations, whether in written or printed form, by television or radio, or by telephone.

## Annual Audit

The bylaws of every club require an annual audit of club accounts. The board of directors names the auditors. This does not have to be a certified audit; it may be conducted by a committee of club members.

## Permanent Records

Provision should be made for the books of accounts to be retained as permanent club records until such time as disposal may be permitted by law and authorized by the board of directors.

Every club's permanent records should include: pertinent information on present and former members; lists of officers, directors, and committees for each year; official monthly reports; the annual club report for each year; official documents and reports related to club incorporation and, where applicable, to the club's charitable foundation; financial records and reports for each year (canceled checks should be kept for at least seven years); and items that have historical interest such as appropriate correspondence, pictures, newspaper clippings, club publications, and the club's charter.

### 990 Tax Form (p. 85, US clubs only)

#### Gross receipts less than \$25,000

If your club's gross receipts normally are not more than \$25,000 and if your club did not receive a Form 990 package in the mail from the IRS, your club will not need to file a 990-EZ (the short form) with the IRS.

#### Gross receipts for more than \$25,000, but less than \$100,000

Your club needs to complete Form 990-EZ if your club's gross receipts are between \$25,000 and \$100,000 AND your club's total assets are under \$250,000. If the club's total assets are more than \$250,000, Form 990 must be completed.

#### Gross receipts for more than \$100,000

If your club's gross receipts are more than \$100,000 OR your club's total assets are more than \$250,000, Form 990 must be completed.

All clubs are required to be incorporated. Call Member Services at ext. 203 for additional information.

## CLUB ADMINISTRATION BUDGET

Kiwanis Club of: \_\_\_\_\_ Key #: \_\_\_\_\_ Month: \_\_\_\_\_, 20 \_\_\_\_\_

	Budgeted Amount	Current Month	Year-to-Date
<b>Administrative Income</b>			
Membership Dues	_____	_____	_____
Meals/Guarantee Assessment	_____	_____	_____
Membership Fees (Inductions)	_____	_____	_____
Interest Income	_____	_____	_____
Fines	_____	_____	_____
Drawings	_____	_____	_____
Other	_____	_____	_____
<b>Totals:</b>	_____	_____	_____

<b>Administrative Expenditures</b>			
Meals/Guests	_____	_____	_____
Meals/Members	_____	_____	_____
Secretary Salary/Expenses	_____	_____	_____
Insurance and Payroll Taxes	_____	_____	_____
Office Expenses (Stationery/Postage)	_____	_____	_____
Roster	_____	_____	_____
Membership	_____	_____	_____
House, Attendance	_____	_____	_____
International Dues, Magazines, and Insurance	_____	_____	_____
District Dues	_____	_____	_____
New Member Processing Fees	_____	_____	_____
Club Newsletter	_____	_____	_____

<b>Subscriptions to:</b>			
KIWANIS Magazine (Honorary and non-members)	_____	_____	_____
<i>The Kiwanis Leader</i>	_____	_____	_____
District Newsletter	_____	_____	_____

<b>Delegates To:</b>			
International Convention (Two)	_____	_____	_____
District Convention (Three)	_____	_____	_____
Gifts and Flowers	_____	_____	_____
President's Gifts	_____	_____	_____
Social Activities	_____	_____	_____
Installation	_____	_____	_____

**Total Administrative Expenditures:** \_\_\_\_\_

	Service Project Fund	General Adm. Fund	Savings & Investments	All Funds
<b>Bank and Cash</b>				
<b>Balance Summary:</b>				
Beginning of the Month	_____	_____	_____	_____
Current Month Income	_____	_____	_____	_____
Savings Transfers	_____	_____	_____	_____
End of the Month	_____	_____	_____	_____
Total Funds in Savings	_____	_____	_____	_____
Total Funds in Checking	_____	_____	_____	_____
<b>Accounts Receivable:</b>	_____	_____	_____	_____
<b>Total Receivables:</b>	_____	_____	_____	_____

## CLUB SERVICE PROJECTS - BUDGET

Kiwanis Club of: \_\_\_\_\_ Key #: \_\_\_\_\_ Month: \_\_\_\_\_, 20\_\_\_\_\_

	Budgeted Amount	Current Month	Year-to-Date	
<b>Service Projects:</b>	_____	_____	_____	
<b>Fund-raising Activities</b>	_____	_____	_____	
Interest Income:	_____	_____	_____	
Totals:	_____	_____	_____	
<b>Service Project Expenditures</b>				
Young Children: Priority One Projects:	_____	_____	_____	
Club	_____	_____	_____	
Division	_____	_____	_____	
District	_____	_____	_____	
Children's Miracle Network	_____	_____	_____	
<b>Youth Services:</b>				
Terrific Kids	_____	_____	_____	
Bring Up Grades	_____	_____	_____	
Read Around the World	_____	_____	_____	
<b>Sponsored Programs:</b>				
Builders Club/Kiwanis Kids/Aktion Club	_____	_____	_____	
Circle K	_____	_____	_____	
Key Club	_____	_____	_____	
Human and Spiritual Values	_____	_____	_____	
International Understanding	_____	_____	_____	
Community Services	_____	_____	_____	
Fund-raising Costs	_____	_____	_____	
Liability Insurance Expense	_____	_____	_____	
District Foundation	_____	_____	_____	
International Foundation	_____	_____	_____	
Total Service Project Expenditures:	_____	_____	_____	
Net Service Project Fund Activity:	_____	_____	_____	
<b>Bank and Cash</b>				
<b>Balance Summary:</b>	<b>Service Project Fund</b>	<b>General Adm. Fund</b>	<b>Savings &amp; Investments</b>	<b>All Funds</b>
Beginning of the Month	_____	_____	_____	_____
Current Month Income	_____	_____	_____	_____
Savings Transfers (in/out)	_____	_____	_____	_____
End of the Month	_____	_____	_____	_____
Total Funds in Savings	_____	_____	_____	_____
Total Funds in Checking	_____	_____	_____	_____
<b>Accounts Receivable:</b>	_____	_____	_____	_____
<b>Total Receivables:</b>	_____	_____	_____	_____

Treasurer



# Lieutenant Governor

## Duties & Responsibilities

Just as the club president is the executive officer of the club, the lieutenant governor is the executive officer of the division and has several responsibilities to presidents and clubs:

### Duties and Responsibilities

- Attend the division's Lieutenant Governor Education Conference.
- Ensure education of incoming club presidents and secretaries at a Club Leadership Education Session.
- Coordinate sessions with division officers and Certified Kiwanis Instructors. Arrange personal meetings for any president or secretary unable to attend the session.
- Visit each club according to a plan established by the district.
- Evaluate each club's performance throughout the year and report to the district and International offices.
- Conduct division council meetings regularly.
- Counsel and assist each club throughout the year and involve clubs in division projects.
- Nominate outstanding Young Children: Priority One projects for banner patches.
- Provide budget input to the governor when asked.
- Support the Kiwanis International Foundation with your clubs.
- Attend the Kiwanis International convention, district conventions, and Midyear conference and the board meetings
- Assist in installing new officers in October and other ceremonies through the year.

## Club Leadership Education

*(Lieutenant governor-designate and a certified Kiwanis instructor responsible)*

### **Purpose:**

To prepare the incoming leadership to successfully carry out their responsibilities.

### **Who should attend:**

Incoming club presidents and secretaries must attend. Those who are absent from the education conference must be instructed individually as arranged by the lieutenant governor-designate.

The first division council meeting is to be led by the lieutenant governor-elect during the working lunch of the session.

### **When:**

The session should be conducted in May or June with any individualized make-up sessions completed prior to October 1. (Club President's To Do List on page 39 starts in June.)

### **Resource materials:**

Kiwanis International Club Leadership Education instructor and participant materials.  
Other materials that may be supplied by the district.

### **Faculty:**

Certified Kiwanis instructors have been selected by your district and educated by Kiwanis International to assist lieutenant governors-designate in facilitating this education program in each division.

### **Equipment needed:**

You will need a flip chart, markers, overhead projector, and screen. You may also need a VHS player, DVD player, laptop, and/or an LCD projector.

### **Set-up:**

The ideal set-up for maximum participant involvement is an arrangement of tables so participants face each other, encouraging interaction.

### **Planning:**

- Determine date, time, and location with your district's Master Instructor.
- Arrange a planning meeting with the certified Kiwanis instructor and any other faculty at least three to four weeks prior to the session. Discuss the topics to be covered and review the order of the presentation as outlined in the Club Leadership Education instructor binder.
- Letters of invitation requiring RSVP should be sent to each invited participant at least one month prior to the education session.
- If time permits, meet again with faculty for a final review of the schedule.
- Follow-up telephone calls should be made to the invited attendees one week prior to the education session.

## Evaluation of Clubs and Boards

*In addition to presenting an address or conducting a discussion during an official visit and board meeting, the lieutenant governor will complete evaluation forms and forward copies to the district office.*

These are some of the primary areas that will be noted:

### Club Meeting

- Meeting place
- Reception activities
- Conduct of meeting
- Fellowship
- Program planning

### Board Meeting

- Attendance
- Budget and Bylaws adherence
- Committee activities
- Well-kept records
- Reports and payments submitted on time

### Special Areas

- Young Children: Priority One (plans, accomplishments, and degree of club involvement)
- Sponsored organizations and programs (Builders Clubs, Key Clubs, Circle K, Aktion Club, and Kiwanis Kids)
- District and International convention representation
- Club bylaws revised
- Club incorporation
- Charitable foundation

### Club's request for materials

**Additional information of special value to governor, district secretary, and district committees.**

Effective leaders must have a clear understanding of the responsibilities and expectations of their office as it relates to Kiwanis International, the district, and the clubs. The lieutenant governor should establish a clear vision for the year ahead through development of division goals. Each division goal should be specific and attainable and should outline specific steps and a timeframe for completing each step. The person or persons responsible for each step should be defined, and the steps and responsibilities communicated to everyone who has a role to play in goal achievement.

A draft of a division action plan (goals, steps, and timeframes needed to produce results for each goal) should be distributed at the preliminary division council meeting during the Club Leadership Education session. Following discussion and negotiation, a final action plan should be developed and distributed to all club and division leaders. This can serve as the basis for the lieutenant governor's regular progress checks with the people responsible.

In addition, the president, club officers, and each committee and special appointment should establish goals for the year that can be organized and monitored each week for progress. A copy of these goals should be given to the lieutenant governor prior to October 1.

### Information Resources

The first step in goal setting is to collect and organize information. Information sources include the club assessment (Pg. 37 and Membership Development Manual), community analysis (p. 36), club records, awards requirements, district and division goals for clubs, and the advice of current officers.

## Lieutenant Governor's Preliminary Evaluation of Clubs

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

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

### Directions:

1. Meet with the current lieutenant governor and discuss each club. Note the lieutenant governor's impression of noteworthy strengths and areas where significant improvements are needed.
2. Obtain copies of each club's monthly reports (October - April) from the lieutenant governor. Note positive and negative trends of each club.
3. Contact the president-designate of every club. Give each your mailing address, phone number(s), and e-mail address. Encourage each to call whenever you can help. Cover topics noted on June "Things To Do" list. Ask for impression of current club status, club strengths, and major challenges for the upcoming year. Record these comments. Challenge the president-designate to develop a specific action plan to address areas needing improvement (e.g., lack of club newsletter, poor quality of program speakers, lack of diversity, etc.).

### Club Evaluation

Club Name: Kiwanis Club of \_\_\_\_\_

Incoming Club President: \_\_\_\_\_  
(Name) (Telephone Number)

A. Lieutenant governor's comments about club strengths/problems: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

B. Review of monthly reports: (Note significant trends in areas such as new membership, membership retention, meeting attendance, meeting programs, services, fund raising.)  
\_\_\_\_\_  
\_\_\_\_\_

C. Club president-designate's comments about the club (strengths/major challenges):  
\_\_\_\_\_  
\_\_\_\_\_

## Club Meeting Evaluation

**Club Meeting** \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

	Excellent	Good	Fair	Poor	Ideas for Improvement
Opening Ceremonies .....					
Recognition of Guests .....					
<b>Committee Action:</b>					
Reports..... (Concise, Indicate Progress)					
<b>Service to Community:</b> .....					
<b>Program:</b>					
Advance Arrangements .....					
Introduction .....					
Speaker .....					
Thank-you.....					
<b>Membership:</b>					
Involvement .....					
Fellowship.....					
Growth .....					
Retention .....					
<b>Sponsored Program:</b> .....					
<b>Inter-clubbing:</b> .....					
<b>Budget:</b> .....					
<b>Publicity:</b> .....					
<b>Promotion of Kiwanis Objects:</b> .....					
<b>Participation in Division, District, and International Activities:</b> .....					

*\*NOTE: For suggestions on improving weak areas of the club, refer to the Membership Development Manual (available from the Member Services Department, ext. 390).*

## Appointment of Division Leadership Team by the Lieutenant Governor

To be successful as the division's chief executive officer, you will need help from others. Delegate specific responsibilities to conscientious, responsible Kiwanians in the division. Be specific about what you want and when, and follow up regularly in a positive, encouraging manner to ensure results.

Some key positions may be dictated by district policy or division tradition. Others will be based on your analysis and creative thoughts about your needs for a productive and successful year. Discuss required and recommended division leadership positions with the current lieutenant governor, past lieutenant governors, and others whose advice you value.

Possible division appointments include division secretary, newsletter editor, coordinator for the governor's visit, coordinators for each of the required club standing committees, sponsored program division chairman and Young Children: Priority One chairman.

For each position, decide the specific responsibilities, the tasks that fulfill the responsibilities, when each task needs to be accomplished, and the personal qualities needed to be successful. Approach the person you select, describe the position, and gain acceptance.

### SAMPLE

Position title: \_\_\_\_\_

Responsibility(ies): \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Primary tasks and target dates for completion of each:

Tasks

Completion dates

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Personal characteristics needed to be successful: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Person accepting position: \_\_\_\_\_

Address: \_\_\_\_\_

Phone Number: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

## Planning and Managing Division Growth

The lieutenant governor is responsible for Kiwanis development within the division during the year. Specifically, each lieutenant governor must monitor and encourage the growth of membership in all existing clubs, especially growing/maintaining clubs and clubs with 20-40 members, and the organization of solid new clubs wherever possible.

*To guarantee growth within the division, plan and prepare for these steps.*

### Before the Year Begins

Attend the lieutenant governor's education sessions on growth and new clubs, and familiarize yourself with the Membership Development Manual and new-club building materials provided by the International Office.

Get the evaluation of the present lieutenant governor regarding the membership conditions of each club and opportunities to build new clubs. As you meet the incoming officers of each club, discuss membership growth objectives and support for new clubs within the division. Take special note of clubs that have been recently organized.

Identify potential sites for a new club, and help to organize the building process for these sites.

*Consider how you will communicate the division's growth priorities and progress throughout the year to club leaders and members. Make use of:*

- Education sessions
- Division newsletters
- Official club and board visits

### During the Administrative Year

Build a solid new Kiwanis club and rebuild a small club during the first half of the year (October - March). Review the Six Pak Program for ideas. Focus on clubs with 20-40 members.

Make certain that special support is continuing for clubs that have been organized within the past 12 months.

*Lead by example:* Fulfill your commitments to participate personally in specific growth activities. Continue to communicate the division's growth priorities and progress. Recognize the clubs and individuals that achieve their growth objectives.

Sponsor a member into your own club early in the year.

Offer advice to your successor on division growth for the next administrative year.

## Potential Areas of Goal Setting

- Growth in service impact on the community.
- Net membership Growth, \_\_\_ percent ( \_\_\_ members).
- New-club building and development.
- Division newsletter.
- Participation by each club in Young Children: Priority One, district programs, projects, and community-service projects.
- Inclusion of Circle K and Key Club alumni and sponsored programs parents as prospective members.
- Orientation of all new members.
- Efficiently run meetings that begin and end on time (program, fellowship, business, Kiwanis education).
- Retention of current members.
- Regular recognition of all members for achievements.
- Increase of inter-clubs to \_\_\_ per month.
- Attendance at division, district, and International events and activities.
- Growth and prosperity of sponsored programs such as Builders Clubs, Key Clubs, Circle K, Kiwanis Kids, and Aktion Clubs (where applicable)
- Positive publicity in the community.
- Quality board meetings.
- Completion of all division/club reports by deadlines.
- Dues paid on time.
- Thorough and timely communications to all members.
- Updating of bylaws.
- Pride of membership and outstanding fellowship.
- Foundation contributions (district and international).

## Sample Format of Action Plan

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

	Action Steps	Person Responsible	Completion Date	Progress Dates
a.				

## Division Council

### Purpose

Kiwanis International encourages every lieutenant governor to organize a division council. Through regularly scheduled council meetings, the lieutenant governor has an opportunity to work with club and division leaders to address common club concerns; share ideas and successes; evaluate progress in achieving club, division, and district goals; resolve minor club problems before they become serious; track report filings; promote division, district, and International programs; and coordinate implementation of division-wide projects and events such as the district governor's visit and the building of a new Kiwanis club.

### Size and makeup

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

### Meetings

If time and geography permit, monthly council meetings are ideal for tracking achievements and goal attainment by the division and the clubs, discussing common problems, or establishing division projects (Young Children: Priority One).

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

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

1. *Club Leadership Education* (May/June). At the initial council meeting, which may be convened during the working lunch of the session, the lieutenant governor should seek input from incoming club presidents on the ideal location for a new club in the division and outline the specific dates scheduled for completing the steps in the new-club building process. This preliminary meeting also may be used to discuss the details of division and district goals and to solicit suggestions from the entire group for overcoming the primary challenges faced by each club. Also, the lieutenant governor might review the calendar of upcoming division, district, and International events (including the schedule for future council meetings) and gain tentative club attendance commitments.
2. *Governor's visit*. The district governor needs the lieutenant governor to convene a council meeting during the official visit (see suggested agenda, p. 69). This may be the governor's only opportunity to work directly with the club presidents in the division as a group.
3. *Division election conference* (must be conducted by second week in April). Carefully review district bylaws (Article X) for requirements such as written notification. The immediate past lieutenant governor will preside during the conference.

## Governor's Official Visit

### Purpose

- A division-wide meeting with the governor, hosted by the lieutenant governor and clubs in the division (usually an event that includes a meal and spouses).
- An opportunity for the lieutenant governor to meet one-on-one with the governor to discuss division progress and future prospects.
- An opportunity for the governor to work directly with club leaders through a division council meeting.
- An opportunity for the governor to deliver an important message to Kiwanians and to the communities served by the Kiwanis clubs in the division.

### Attendance

- All Kiwanians should be invited to attend. When schedule is final and prices are established, club should be encouraged to maximize registration as early as possible. Minimum expectation should be an inter-club from each club.
- All club and division leaders should attend a division council meeting prior to the dinner for the governor's official visit.
- Leadership of all Kiwanis sponsored programs should be invited (Builders Clubs, Key Clubs, Kiwanis Kids, Aktion Clubs, and Circle K).
- Local news media should be invited as guests of the division.
- While you are lieutenant governor-designate, establish a special division committee to plan and carry out all arrangements. Meet with this committee to determine specific obligations and timeframes. Follow up regularly to make certain all deadlines are met.
- Plan the budget. Determine all expenses, including guests' meals, and establish per-club or per-person price. Make certain all expenses will be covered.
- Establish date with governor. Will governor's spouse/partner attend? Are district leaders or special guests accompanying the governor? Will governor be staying overnight? Are there special needs or arrangements? Clarify division financial obligations.
- Determine specific site, schedule, and menu, and sign contract. Make certain space is sufficient for dinner and extra room is available for division council meeting prior to dinner.
- Organize tentative schedule for the day, including lieutenant governor's private meeting with governor, division council meeting (suggested agenda, p. 69), speaking obligations, and special tours or activities for governor and spouse, and dinner. (Allow some free time for rest, changing clothes, etc.) Send schedule to governor for review and approval.
- Determine specific program agenda for the dinner, including introductions, speakers, governor's address, presenters, entertainment, special recognitions, and presentations. Agenda should be timed.
- Confirm speakers, presenters, entertainment, etc.
- Prepare special guest list and send invitations. Include leadership of sponsored programs.
- Prepare and distribute invitations/registration forms for clubs.
- Develop and produce printed program.
- See that all introductions, recognitions, and presentations are prepared.

Organize head table and all needed materials and equipment (place cards, centerpieces, lectern, bell, gavel, banners, flags, signs, name tags, sound system, etc.)

Involve other members of the Kiwanis family in the program/event as appropriate.

## Division Council Meeting Conducted in Conjunction with the Governor's Official Visit

### *(Suggested Agenda)*

An official visit to a division provides a district governor with outstanding opportunities to work directly with club leaders, to provide information, motivate, teach, and gain feedback. The event is more than social. A division council meeting should be conducted as part of the official visit with an agenda similar to the following:

1. Call to order - lieutenant governor
2. Invocation
3. Introduction of district officers and district chairmen present
4. Roll call of clubs
5. Introduction of governor (who presides from this point on)
6. Relation of the division to district goals
  - a. Service
  - b. Membership growth
  - c. New-club building
  - d. Circle K, Key Club, Builders Club, Kiwanis Kids and Aktion Club new-club building
  - e. Attendance at International convention
  - f. Attendance at district convention and conferences
7. Review of the status of clubs in the division
  - a. Membership growth and new-club building
  - b. Activities completed or in progress
  - c. Discussion of plans for coming months
8. Status of Circle K, Key Club, Builders Club, Kiwanis Kids and Aktion Club
  - a. Cooperative effort and supervision by sponsoring clubs
  - b. Prompt payment of dues and fees
  - c. Assistance needed by clubs (sponsored programs)
9. Assistance needed by clubs
  - a. Administration problems
  - b. Fund-raising
  - c. Young Children: Priority One
  - d. Circle K, Key Club, Builders Club, Kiwanis Kids and Aktion Club
  - e. Other service areas (community and youth services, human and spiritual values)
  - f. Public relations
  - g. Club meeting programs (program sharing)
  - h. Kiwanis education

10. Report reminder (list will depend upon the period of the year in which the visit is made)
  - a. Monthly reports
  - b. Certificate of Election of Delegates and Alternatives to International and district conventions
  - c. Annual Club Report (achievement)
  - d. Annual Report of Club Election
  - e. Annual dues
  
11. Special events
  - a. Club
  - b. Division
  - c. District
  
12. Visits by International officers in district
  - a. Protocol
  - b. Follow-up by host club(s)
  
13. The district looks to the days ahead
  - a. Comments by the governor on strengths and challenges
  - b. Discussion on how the division leadership can help
  
14. Adjournment

## Things to do in May

*In May, prior to your term of office*

### Review:

- *This Leadership Guide.*
- *Materials received at Lieutenant Governor Education session.*
- *Organize division notebook.* Consider purchasing a large three-ring binder for materials and records. Place Leadership Guide in the front of binder. Add tab sheets labeled “Club Materials,” “Division,” “District,” “International,” “Sponsored Organizations and Programs,” “Reports,” etc.
- *Review suggested agenda for Club Leadership Education for incoming club presidents and club secretaries (p. 60).* Select and confirm site, date, and time. Meet with certified Kiwanis instructor to plan program. Education session should be conducted in May or June. (You are required to arrange individual instruction by October 1 for any absent club president or secretary.)

### Communications:

- *Request copies of each club’s monthly reports for current year.*
- *Contact the district office to:*
  - Request copies of district policies and bylaws. Review carefully.
  - Request names, addresses, and telephone numbers of incoming club presidents and secretaries in the division. Begin developing a contact roster.
  - Verify dates, times, and location of these significant events and finalize plans to attend:

### Meetings:

- *Contact current lieutenant governor.* Record lieutenant governor’s assessment of each club’s strengths and problems on Preliminary Evaluation of Clubs sheet (p. 62). Seek advice on key division positions required or needed for your success.
- *Introduce yourself to your Circle K and Key Club counterparts who were elected in February, March, or April.*
- *Lieutenant Governor Operations Education Conference for Incoming Lieutenant Governors.*

### Attend:

- *Club Leadership Education session.* Conduct session with certified Kiwanis instructor for incoming club leaders. Prepare to speak to the attendees during the lunch break. (Conduct preliminary division council meeting in conjunction with Club Leadership Education session.)
- District convention
- International convention
- Governor’s visit (when known)

### Items of Note in May/June

- *Key Leader Weekends*

# Lieutenant Governor

## Things to do in June

*In June, prior to your term of office*

### **Review:**

- *Monthly reports for current year. Note trends for each club in the division (both positive and negative) on Preliminary Evaluation of Clubs sheet (p. 62).*

### **Communications:**

- *Contact each club president-designate in the division. Verify that incoming club president and club secretary will be attending the Club Leadership Education session that you are responsible for coordinating (p. 60)*
- *Promote club and community analyses.*
- *Encourage completion of each item on the monthly “Things to Do” list for June.*
- *Ask each president-designate for a verbal assessment of club’s current strength and major challenges for upcoming year. Record comments on Preliminary Evaluation of Clubs sheet (p. 62).*
- *Ask each president-designate to develop a plan to address any major challenges he/she identifies.*

### **Attend:**

- *A Club Leadership Education session. Conduct session with certified Kiwanis instructor for incoming club leaders. Prepare to speak to the attendees during the lunch break. (Conduct preliminary division council meeting in conjunction with Club Leadership Education session.)*
- *Attend the International convention and the district convention to help prepare you for effective leadership. Encourage attendance from incoming club presidents, secretaries, and leadership team.*

## Things to do in July

*In July, prior to your term of office*

### **Review:**

—*Review Potential Areas of Goal Setting* (p. 66). Draft division goals and action plan.

### **Due Dates:**

—*Schedule club contact visits for July and August*; visits must be completed by September 1.

### **Communications:**

—*Create a division leadership roster*. Include club's president and secretary, appointments, and meeting day, time, and location of each club, and your predecessor and successor. Forward copies of roster to district office, each club, and each member of the division leadership team.

—*Appoint division leadership team* (p. 64). Select individuals with personal characteristics needed to be successful in specific jobs. Make certain each understands and accepts responsibilities and completion dates. Regularly follow up to ensure target dates are met. Include lieutenant governor-elect designate in division planning and activities.

### **Meetings:**

—*Plan division council meeting* (p. 67) with division leadership team to finalize goals, dates for future council meetings, Governor's Official Visit (pg. 68), and to develop an action strategy for new-club development. Establish division budget (if applicable). Invite current lieutenant governor, lieutenant governor-elect, and local sponsored programs leaders.

—*Club contact visits*. They should be made during July and August and completed by September 1.

### **Attend:**

—*Continue plans to attend the district convention*. Encourage attendance from incoming club presidents, secretaries, and leadership team.

# Lieutenant Governor

## Things to do in August

*In August, prior to your term of office*

### **Review:**

- *Make certain that steps in the new-club development process are on target. Consider conducting a new-club organizational meeting in October or November. (Refer to the New Club Building section of the Membership Development Manual.)*
- *Identify clubs with 20-40 members for growth efforts.*
- *Review Requirements of Sponsorship for existing Circle K, Key Club, Builders Club, Aktion Club, and Kiwanis Kids clubs.*
- *Determine new-club-building sites for Circle K, Key Club, Builders Club, Kiwanis Kids, and Aktion Club (as appropriate).*

### **Due Dates:**

- *Remind each club president-designate of October 1 due dates: adoption of budget, club and community analyses, Club Leadership Education, Club President's Education of Incoming Officers and Appointees.*
- *Begin to schedule official club visits and board visits. Schedule between October 1 and March 15.*

### **Communications:**

- *Send listing of dates, times, and locations of all upcoming International, district, division, and club meetings, conferences, and conventions to incoming club presidents, secretaries, and leadership teams. Note those who are required or strongly encouraged to attend.*
- *Contact Key Club and Circle K lieutenant governors and Builders Club, Kiwanis Kids, and Aktion Club chairmen for the division (where applicable). Determine current status and needs for upcoming year. Include needs in division goals.*
- *Ask each president-designate to make a commitment to sponsor a new member during the month of October.*

### **Meetings:**

- *Schedule installation of club officers when requested by current club presidents (p. 32-35).*
- *Explore opportunities to schedule Kiwanis division meetings in conjunction with Circle K or Key Club division education conferences or rallies.*
- *Club contact visits. They should be made during July and August and completed by September 1.*

### **Attend:**

- *Attend district convention. Encourage attendance from incoming club presidents, secretaries, and leadership team.*

## Things to Do in September

*In September, prior to your term of office*

### Review:

- Review progress on division/district goal achievement. Make certain criteria are being met for Achievement Award Division. Make sure each club president has a growth goal and plan.

### Due Dates:

- Incoming presidents and secretaries who did not attend Club Leadership Education must be instructed separately by October 1.
- Club contact visits must be completed by September 1.
- Recruit a new member for induction into your club. Schedule an induction ceremony in October to demonstrate your emphasis on growth.

### Communications:

- Contact each club president-designate. Obtain a written copy of the club's goals for the year. Request list of club officers, board, committee chairmen, and appointments. Ask to be placed on the club's newsletter mailing list.
- Remind president-designates of upcoming meetings. Schedule official club and board visits and complete as soon as possible to maximize the help you can provide. (All official visits must be completed by March 15.)
- Contact each club president in the division. Follow up each month by telephone. Remind of due dates: Annual dues; Annual Club Report (October 31), responsibility of outgoing president and secretary; adoption of budget (October 1); club assessment and community analysis (October 1); Club Leadership Education (October 1); Club President's Education of Incoming Officers and Appointees (October 1); Circle K, Key Club, Builders Club, Kiwanis Kids, and Aktion Club membership dues or fees due October 1.

### Meetings:

- Check progress of each member of division leadership team.
- Plan Governor's Official Visits. Determine site and expenses, including gift. Plan meal. A division council meeting (p. 67) should be conducted in conjunction with the Governor's Official Visit. Seek guidance from the district.
- Relax and enjoy your accomplishments! Your hard work in planning and preparation will result in great success and personal satisfaction in your year as lieutenant governor.

### Items of Note in September

- Kids' Day
- Key Leader Weekends
- Circle K Leadership Weekends

# Lieutenant Governor

## Things to do in October

*In October, during your term of office*

### Review:

- *Collect and review each club's goals for the year.*
- *Evaluate clubs' monthly reports.* Chart progress and identify problems. Determine actions needed, actions taken, and if new-member-add goal has been set.
- *Consider devising a small acknowledgment* (letter or article in division newsletter, traveling trophy, etc.) for division "club of the month" in the areas of growth, service, goal achievement, etc.
- *Update division Web site.* (if applicable)

### Due Dates:

- *Begin official club and board visits.* Your schedule should be established for completion by March 15.

### Communications:

- *Contact each club president in the division.* Follow up each month.  
Remind of due dates: Annual Club Report (October 31), responsibility of outgoing president and secretary.
- *Finalize schedule for Official Club and Board Visits.*
- *Remind club presidents or other club members of upcoming events they should attend* (district programs, division council meetings, fund-raising and/or service projects of other clubs in division, etc.).
- *Challenge each president to sponsor a new member and qualify for the Ring of Honor* (refer to Membership Development Manual).

### Meetings:

- *Conduct official division council meeting* (p. 67). Agenda should include progress reports on goal attainment from each club president and from every other member of the leadership team.
- *Conduct organization meeting of new club.* Refer to Kiwanis International new-club-building process in the Membership Development Manual.

### Attend:

- *Support membership campaigns.* Participate in the kick-off events of any clubs starting membership campaigns.
- *Kick off annual club participation in Kiwanis International Foundation Annual Club Gift Campaign.*

### Items of Note in October

- *Annual club reports due*
- *Key Leader Weekends*

## Things to do in November

*In November, during your term of office*

### Review:

- Begin thinking about viable candidates for the next lieutenant governor-elect. Consider meeting with them before February to talk about the role and responsibilities of the lieutenant governor. Seek advice on potential candidates from former lieutenant governors and other Kiwanians whose judgment you value.
- Nominate outstanding Young Children: Priority One projects for banner patch. This may be done at anytime throughout the year.

### Communications:

- Plan a special program to celebrate Kiwanis International Foundation Week. Encourage clubs to send Annual Club Gift Campaign donations to the Kiwanis International Foundation.
- Contact each club president. (Do this each month.)
- Verify on monthly report that presidents have adopted an administrative and service budget, completed community analysis and club assessment, attended a Club Leadership Education session, and conducted Club President's Education of Incoming Officers and Appointees.
- Remind clubs that Membership Information Forms are to be submitted with appropriate fees as soon as they are received.
- Check progress on club goals.
- Remind of upcoming division council meeting, midyear conference, governor's visit, etc.
- Ask presidents about their club's Young Children: Priority One activities.

### Meetings:

- Involve the lieutenant governor-elect in preparation for assuming responsibility next year.
- Follow-up with Circle K and Key Club lieutenant governors and Builders Club, K-Kids, and Aktion Club chairmen for the division (where applicable).

### Items of Note in November

- Kiwanis Family Month
- Kiwanis International Foundation Week
- Key Club International Week
- Key Leader Weekends
- Circle K International Community Service and Awareness Week

## Things to do in December

*In December, during your term of office*

### Review:

- General Liability Risk Management Packet arriving this month.

### Meetings:

- Plan to conduct division council meeting in December or January (p. 67).

# Lieutenant Governor

## Things to do in January

*In January, during your term of office*

### **Communications:**

- Contact each club president.
- Contact candidates for lieutenant governor. Schedule informational meeting in February for candidates for lieutenant governor-elect and/or lieutenant governor-designate to review roles and responsibilities.

### **Meetings:**

- Conduct division council meeting (p. 67).
- Request progress reports from each club and members of division leadership team.
- Review district/division goals and progress.
- Plan a special week or month when all clubs conduct membership campaigns.
- Advise club presidents to review their membership roster at the February board of directors meeting. Refer to Membership Development Manual for ideas.
- Provide update on upcoming meetings and events.
- Clubs are allowed two primary and two alternate delegates to the International Convention; three delegates to the district convention. Clubs must elect their delegates 60 days in advance of the International Convention, and 30 days prior to the district convention, and report them to Kiwanis International or the district (respectively). Encourage clubs to financially support delegates attending either convention. Incoming club presidents and secretaries should be given priority.
- Discuss date, time, and location of official election of next year's lieutenant governor and lieutenant governor-elect (if applicable). Ask for additional names of potential candidates.
- Remind sponsoring clubs of Key Club and Circle K district convention dates.

### **Attend:**

- Plan to attend all district meetings. Begin making plans to attend district and International conventions.
- Support membership campaigns. Participate in the kick-off events of any clubs starting membership campaigns.
- Encourage club members in your division to attend both the International convention and the district convention to represent their clubs.

### **Items of Note in January**

- Kiwanis International Anniversary (January 21)

## Things to do in February

*In February, during your term of office*

### **Due Dates:**

- Ensure the Federal Income Tax Report Form 990/990EZ was filed with the IRS by February 15 (p. 85, US clubs only).

### **Communications:**

- Contact each club president.
- Encourage club members in your division to attend both the International convention and the district convention.
- Encourage clubs to elect, report, and financially support delegates attending the International convention and the district convention.

### **Meetings:**

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

### **Attend:**

- Make plans to attend the International convention. Encourage lieutenant governor-designate and lieutenant governor-elect to attend as well.

## Things to do in March

*In March, during your term of office*

### **Due Dates:**

- Pay annual dues by March 31 if your club anniversary date is January, February, March, or April.
- For the International convention, club delegates must be reported to the International Office on the delegate certification form by April 30.

### **Communications:**

- Contact each club president.
- Encourage club members in your division to submit their registration forms for the International convention.

### **Meetings:**

- Conduct Official Division Election Conference. See Standard Form for District Bylaws, Article X section 3, for requirements. This may be an agenda item or regular division council meeting. Send verification of election results to district office by April 30.

### **Attend:**

- Support membership campaigns. Participate in the kick-off events of any clubs starting membership campaigns.
- Make plans to attend the International convention. Encourage lieutenant governor-designate and lieutenant governor-elect to attend as well.

# Lieutenant Governor

## Things to do in April

*In April, during your term of office*

### **Due Dates:**

- Finalize plans to attend the International convention prior to April 15. Encourage club members in your division to do the same.
- Club delegates for the International convention must be reported to the International Office on the delegate certification form by April 30.

### **Communications:**

- Contact each club president.
- Verify that each club conducts official annual club meeting and election between first meeting in April and second week in May. Club election report due June 1. (See Standard Form for Club Bylaws, Articles XI and XII.)
- Remind sponsoring clubs of Key Club and Circle K International conventions.

## Things to do in May

*In May, during your term of office*

### **Review:**

- Review club reports for progress in growth. Determine if clubs are planning membership campaigns, inviting guests, and following up.
- Clubs that have not yet registered their members or submitted their delegates to attend the International convention may still do so. See the registration form for instructions at this point.

### **Communications:**

- Congratulate new Circle K and Key Club lieutenant governors and any newly elected district officers from your division.
- Contact lieutenant governor-designate. Arrange a time to meet in June, following his/her attendance at the division's Lieutenant Governor Education Conference. Prepare copies of this year's monthly reports from each club for the lieutenant governor-designate's review.
- Encourage clubs to attend and send delegates to represent them at the district convention.

### **Meetings:**

- Conduct division council meeting.
- Check progress of division leadership team. Review progress on district/division goal achievement and distinguished division criteria, and encourage clubs to focus on membership retention.

### **Attend:**

- Make plans to attend the district convention.

## Things to do in June

*In June, during your term of office*

### **Communications:**

- Contact club presidents.
- Ensure each club's Annual Report of Club Election is submitted by June 1.
- Encourage club president to meet with club president-designate as soon as possible and to fully involve the successor in all club activities and operations.
- Encourage clubs to attend and send delegates to represent them at the district convention. Delegates must be reported to the district office by the required deadline.

### **Meetings:**

- Meet with lieutenant governor-designate.
- Discuss progress and future challenges of each club.
- Offer advice regarding division organization.
- Make sure copies of clubs' monthly reports are available for review.
- Encourage early and continuous contact with club presidents-designate and with next year's division leadership team.
- Encourage continuous attention to the growth and progress of sponsored programs within the division (where applicable).
- Help with Club Leadership Education for incoming club leaders.
- Conduct division council meeting.

### **Attend:**

- Attend the International convention.
- Finalize plans to attend the district convention.

## Things to do in July

*In July, during your term of office*

### **Review:**

- *Achievement Award Programs.* Focus efforts on those clubs with 20-40 members.

### **Due Dates:**

- *End-of-year recognition preparation.* Remind your club secretaries to place orders early for year-end recognition merchandise (plaques, certificates, etc.) and new officer installation items (officer pins, etc.).

### **Communications:**

- Encourage each club president to review the *Membership Development Manual*.

### **Meetings:**

- Conduct new-club organizational meeting or charter presentation. Ensure supporters will help the new club develop into a very strong club.

### **Attend:**

- Finalize plans to attend the district convention, and encourage clubs to do the same.

# Lieutenant Governor

## Things to do in August

*In August, during your term of office*

### **Review:**

- *Nominate clubs that have outstanding Young Children: Priority One projects for banner patch.*

### **Communications:**

- *Contact club presidents.*
- *Remind presidents to prepare Annual Club Report for the October 31 deadline. All records should be pulled together and a first draft prepared by mid-September.*
- *Remind each club that using the Membership Development Manual will help clubs prevent deletions.*

### **Meetings:**

- *Follow up with lieutenant governor-designate. Determine if goals have been established, appointments have been made, and how you might assist.*

### **Attend:**

- *Attend district convention. Perform responsibilities as outlined in district bylaws.*

## Things to do in September

*In September, during your term of office*

### **Due Dates:**

- *Kiwanis International Foundation's Annual Club Gift Campaign ends. All club donations must be postmarked by September 30.*

### **Communications:**

- *Contact club presidents.*
- *Ensure the Annual Club Report is submitted by October 31.*
- *Pay Circle K and Key Club dues, Builders Club and Aktion Club member fees and Kiwanis Kids registration fees by October 1.*
- *Congratulate each club president for a job well done.*
- *Contact division leadership team. Review goals achieved. Congratulate each on a job well done.*

### **Meetings:**

- *Assist your successor.*
- *Turn records over to the lieutenant governor-designate.*
- *Volunteer your help during the upcoming year.*

### **Items of Note in September**

- *Kiwanis Kids' Day (fourth Saturday in September)*
- *Key Club Key Leader Weekends*
- *Circle K Leadership Weekends*

## Things to do in October

*In October, after your term of office*

### **Due Dates:**

- Immediate past presidents and secretaries submit Annual Club Report by October 31.
- Make nominations for banner patches earned for outstanding Young Children: Priority One projects that were completed during the past year by October 15.

### **Communications:**

- Help the new lieutenant governor achieve new heights in growth and service.

### **Meetings:**

- As immediate past lieutenant governor, serve as chairman of division conference to elect officers (to be conducted no later than the second week in April per the district bylaws, Article X).

### **Items of Note in October**

- Annual club reports due



## Reports, Verifications, and Forms for the Administrative Year

Some reports and verifications that are to be filed by the president and/or secretary during the administrative year are listed below. See the Kiwanis Family Store Catalog at [www.kiwanis.org](http://www.kiwanis.org) for other helpful materials and ordering information.

Description	Due Date
<b>REQUIRED</b>	
<p><b>Annual Report of Club Election</b> (Secretary)  <i>Purpose:</i> To notify Kiwanis International and the district of club officers for the coming administrative year. Information will appear in the Kiwanis International Directory.            Form is sent from Kiwanis International in mid-April.</p>	<b>June 1</b>
<p><b>Annual Club Report</b> (President and Secretary)  <i>Purpose:</i> To report club activities and service for the year.            Mailed to club secretary from Kiwanis International in early September.            (Instructions for competitive Honor Club Program are included.)</p>	<b>October 31</b>
<p><b>Membership Information Form</b> (Secretary)  <i>Purpose:</i> To add, delete or transfer a member; to change member information; and add a non-member subscription to KIWANIS magazine. New forms automatically are sent with each annual billing. Additional forms will be sent upon request to Kiwanis International.</p>	<b>Send to Kiwanis International immediately upon completion.</b>
<p><b>Club President/Secretary Change Notification</b> (Secretary)            Copies may be requested from the Member Services Department.</p>	<b>Send to Kiwanis International immediately upon change of president /secretary info.</b>
<p><b>Delegates Certification</b> (Attendees)  <i>Purpose:</i> To designate official voting representatives of the club to the International convention.            Certificate is sent to registered members from Kiwanis International with instructions on how to complete and submit it.</p>	<b>30 days preceding convention.</b>
<p><b>Federal Income Tax Report - Form 990/Form 990EZ</b> (Treasurer)            (US clubs only) Assistance is available from the local IRS center or the district Kiwanis office. The IRS has the authority to charge a penalty for failure to file or for filing late. (p. 55)</p>	<b>February 15</b>
<b>OTHER</b>	
<p><b>Official Monthly Report</b> (Secretary with President's signature)  <i>Purpose:</i> To report administrative and service activities of the club during the month.</p>	<b>10th of following month</b>

(other continued on next page).

## OTHER (continued)

### **International Convention Registration and Housing** (Attendees to Convention)

*Purpose:* To register convention attendees and reserve accommodations in hotel on form.

**Follow due date instructions assigned to the district.**

### **District Convention Delegate Certification and Registration** (Attendees)

*Purpose:* To register convention attendance and reserve accommodations. Forms are sent from district.

**Follow due date instructions on form.**

### **Membership Interest Form** (Membership Committee/Secretary)

*Purpose:* To gather pertinent information on potential members. Following approval for membership, information may be used during induction. Available from Member Services Department.

**Completed form is submitted by sponsoring member to the secretary who presents it to the board for approval.**

### **Kiwanis Member Referral Form** (Membership Committee/Secretary)

*Purpose:* To help keep a valued Kiwanian in membership. When a club member moves to a new location, send to secretary of club in new location. Found in the Membership Development Manual.

**When club member relocates.**

### **Annual Report for Not-for-Profit Corporations** (Secretary)

In some areas (states, provinces, countries), a not-for-profit corporation such as an incorporated Kiwanis club is required to file an annual report. Check with a local tax attorney or appropriate governmental officer to determine whether this applies to your club.

**Varies.**

### **Reports to Governmental Bodies**

Relative to Employee Coverages (Secretary or Treasurer)

In some areas, governmental bodies require employers' (including Kiwanis clubs that employ administrative secretaries, etc.) reports and payments and Federal Unemployment Tax reports for certain employees. Requirements vary from country to country. Check local governmental offices.

**Varies.**

### **US Revenue Act Regarding Fund-raising Solicitations** (by US clubs only) (Fund-raising Chairman)

Legislation requires that any fund-raising solicitation by or on behalf of Kiwanis clubs and Kiwanis districts must include an express statement that contributions or gifts to (insert club name) are not deductible as charitable contributions for federal income tax purposes. The statement must be in a conspicuous and easily recognizable format on all solicitations, whether in written or printed form, by television or radio, or by telephone.

**Prior to any fund-raising activity.**

## Awards and Recognition Programs for Clubs and Individuals

Presenting awards and recognition to which your club, the officers, and other members are entitled should be an established practice throughout the year. Details of award and recognition programs will appear in committee program materials, *The Kiwanis Leader*, and other mailings from Kiwanis International.

### Awards and Recognition Based on Kiwanis International Criteria

#### I. For Clubs and Members

- *Perfect Attendance Tab for 12 consecutive months of perfect attendance.*
- *Life Member Status.*
- *Legion of Honor.*
- *Ruby K Pin for recruiting five or more new members.*
- *Ring of Honor for sponsoring a new member.*
- *Kiwanis International Foundation Fellow for a contribution to the Foundation of \$100.*
- *Kiwanis International Foundation George F. Hixson Fellowship for a contribution to the Foundation of \$1,000.*
- *Kiwanis International Foundation Tablet of Honor for a \$2,000 contribution.*
- *Achievement Awards for Clubs/Members (as administered by your district).*
- *New-club Development Award (as administered by your district).*
- *G. Harold Martin Fellow for a contribution to the Key Club Youth Opportunities Fund of \$250.*
- *Carthage-Pullman Society Fellow for a contribution to the Circle K Tomorrow Fund of \$250.*
- *Sapphire Circle Honorary Fellow for a contribution to the Circle K Tomorrow Fund of \$1000.*

#### II. For the Club

- *Honor Club banner patch based on Part II of the Annual Club Report.*
- *New-club Building banner patch for clubs co-sponsoring a new Kiwanis club.*
- *Kiwanis International Foundation banner patch for a club contribution to the Foundation Annual Club Gift Campaign.*
- *Diamond Growth Award banner patch for meeting the new-member-add goal established for your club by Kiwanis International for your administrative year (sent automatically by the International Office).*
- *Sunburst Achievement Award for meeting the Diamond Growth criteria by June 1 and posting a net gain of at least one in certified membership from the start of the year (sent automatically by the International Office.)*
- *Young Children: Priority One banner patch.* Outstanding club projects are nominated by the lieutenant governor, district Young Children chairman, district governor, or an International Officer.
- *International President's Project patch available for large-scale, high-impact partnership projects upon nomination by the district Young Children chairman, governor, or International Officer.*
- *Distinguished Club Award (as administered by your district)*
- *Club Newsletter Award (p. 96).*
- *Kiwanis International Foundation Honor Club Banner for support of Tablet of Honor and Hixson Fellowship programs.*
- *Outstanding Sponsor Award for Builders Club, Circle K, Kiwanis Kids, Aktion Club or Key Club—nomination by sponsored program club—banner patch.*

## **Awards and Recognition Based on Criteria Established by Your District**

You will learn of these at district and division conferences and from materials mailed by your district office. These may include such recognition as Distinguished Member Award, District Achievement Award, or others.

## **Awards and Recognition Based on Criteria Established by Your Club**

You, your board, or any of your committees may confer awards or recognition upon your own members or upon non-Kiwanians. Many are suggested in the Official Committee Program Sheets and this guide. Examine the Kiwanis Family Store Catalog for more possibilities.

## **New-Club Organization Awards**

*International President's Award:* A clear cube is awarded to the two individuals—other than the lieutenant governor—most responsible for organizing a new Kiwanis club. A certification form must be certified and sent to the Club Processing Department by the lieutenant governor. Please also note that other incentives exist for all forms of membership growth. (See the Membership Development Manual.)

## **Legion of Honor**

The Legion of Honor program is a way in which your club can cooperate with Kiwanis International in recognizing club members who have accumulated a total of 25 or more years (not necessarily without interruption) of membership in one or more Kiwanis clubs.

Even a club organized within the past 25 years may have a member entitled to Legion of Honor recognition because of membership prior to joining the present club.

Appropriate Legion of Honor lapel pin and/or certificates may be ordered from the Kiwanis Family Store Catalog. These specify either “25 years” or some other multiple of five greater than 25-30, 35, 40, etc. Every Legion of Honor member should be further recognized in the same way each time an additional five years of service is accumulated.

The secretary's certification of a member's total years of service is adequate for establishing eligibility when lapel pins or certificates are ordered, but the order also should show the highest past office the member has held so any appropriate past officer's Legion of Honor pin can be provided for presentation. If assistance is needed in establishing eligibility, request it from Kiwanis International.

## Life Member Status

Life Member Status provides a unique opportunity to acknowledge Kiwanians who qualify for special recognition.

Members who are granted Life Member Status qualify for special privileges and receive exclusive, personalized merchandise and awards. Once Life Member Status has been awarded, the member's club never again will be required to pay International dues for that member. Payment of liability insurance, the subscription fee for KIWANIS magazine, and club and district dues will still be required.

A club may apply for Life Member Status to honor its president or any other club member. Family or friends of members may apply through a club. A division may apply to honor its lieutenant governor or past lieutenant governor. A district may apply to honor a district officer, past or present.

Individuals who are awarded Life Member Status are those who perpetuate the Objects and objectives of Kiwanis International. Recipients must hold active privileged or senior membership. An application for Life Member Status by a club or an individual is subject to appropriate approval.

The cost of Life Member status is a one-time fee payable upon application.

Questions should be directed to Member Services at 1-800-KIWANIS ext. 390.

## Insurance

The Kiwanis International Comprehensive General Liability Insurance Program provides legal liability insurance for clubs, members, and sponsored program organizations when they become legally obligated to pay damages to third parties for bodily injury or property damage arising out of a Kiwanis-family-sponsored function or activity.

This insurance covers clubs in the United States, Canada, and the Caribbean. Clubs pay per member for this coverage, which is submitted with the payment of International dues. Clubs are authorized to allocate from revenue of fund-raising projects, as an expense, all premium charges over and above the sum of 25 cents per member per annum. The 25 cents must be paid from club administrative funds (International Bylaws, Article XXIV, Section 2).

The provisions of the policy apply to most normal liability exposures of Kiwanis clubs. As with most insurance policies, there are exclusions, limitations, and restrictions. For a list of these exclusions, see the General Liability Risk Management Packet. Kiwanis International strongly urges its member clubs not to conduct events that would involve: (1) the use or operation of a mechanical amusement device or ride owned or operated by a Kiwanis club or Kiwanis club member, or (2) the detonation of fireworks or explosive devices detonated directly by a Kiwanis club, Kiwanis club member, or other named insured. This is a legal liability policy, and it does not provide medical payment benefits or any other voluntary payment coverages. However, Kiwanis International provides medical payment coverage on a self-insured basis.

More information is contained in the General Liability Risk Management packet, which is sent to your club secretary annually.

Owners of premises and other facilities used by Kiwanis may be included as additional insureds with respect to their liability for the Kiwanis use of their property. When required, Certificates of Insurance will be issued in their favor upon request. Contact Hylant Group, PO Box 1910, Carmel, Indiana 46032-4910, USA (800) 442-7475 or (317) 817-5000.

Kiwanis International's liability limit of US\$1 million for each occurrence is provided by the primary policy. Additional limits of umbrella coverages are provided in amounts that vary depending on market pricing and availability. This summary contains only some of the principle provisions of this insurance and is not to be considered a contract of insurance.

## Sponsored Organizations and Programs – Kiwanis Family Members

The Kiwanis International family includes six service clubs: K-Kids, Builders Club, Key Club, Circle K, Aktion Club, and Kiwanis Junior.

Kiwanis club members have the opportunity to sponsor a service club and directly impact young people, and/or adults with disabilities by introducing activities, which enhance positive self-esteem and encourage development of communication and leadership skills. As a result, the sponsoring Kiwanis club enjoys:

- Membership growth
- Increased member participation in service projects and fundraising projects
- Introduction of innovative club programs
- Improved club image
- Ability to directly impact lives and make a difference

Please review the Sponsored Organizations and Programs descriptions and visit the appropriate Web site to decide which service club Kiwanis members would most enjoy sponsoring. Introductory Kits and Club Building Kits are available from Sponsored Organizations and Programs.

### **K-Kids**

*The youngest of the Kiwanis-family members provides young people between the ages of 6 and 12 the opportunity to develop strong self-esteem, good character, leadership skills, morals, high standards, and respect for others. A K-Kids club may exist in an elementary school or equivalent institution, or as a community-based club. A K-Kids club may be co-sponsored by a Key Club and/or a Circle K club.*

**Contact:** 800-Kiwanis or 317-875-8755, ext. 390

**E-mail:** [kkids@kiwanis.org](mailto:kkids@kiwanis.org) **Web:** [www.kkids.org](http://www.kkids.org)

### **Builders Club**

*For junior high/middle school students, ages 12 to 15, Builders Club enables members to make a personal contribution to their school, community, and peers. As the motto, “We Build” indicates, Builders Club is for young people who want to take positive, constructive actions to build a better world for themselves and others. Builders Club may exist in a junior high/middle school or equivalent institution, or as a community-based club. A Builders Club may be co-sponsored by a Key Club and/or a Circle K club.*

**Contact:** 800-Kiwanis or 317-875-8755, ext. 390

**E-mail:** [buildersclub@kiwanis.org](mailto:buildersclub@kiwanis.org) **Web:** [www.buildersclub.org](http://www.buildersclub.org)

### **Key Club International**

*Key Club International is the world’s largest high school service organization. Involving high school students, ages 15 to 19, in community and school service, Key Club develops young leaders and citizens. A Key Club may exist in a high school or equivalent institution, or as a community-based club.*

**Contact:** 800-Kiwanis or 317-875-8755, ext. 390

**E-mail:** [keyclub@kiwanis.org](mailto:keyclub@kiwanis.org) **Web:** [www.keyclub.org](http://www.keyclub.org)

### **Circle K International**

*Circle K International is a collegiate service organization embracing the tenets of service, leadership, and fellowship. Devoted to involving university students in campus and community service, Circle K develops quality leaders and citizens. A Circle K club is organized on a college or university campus.*

**Contact:** 800-Kiwanis or 317-875-8755, ext. 390

**E-mail:** [circlek@kiwanis.org](mailto:circlek@kiwanis.org) **Web:** [www.circlek.org](http://www.circlek.org)

## **Aktion Club**

*The mission of Aktion Club is to provide adult citizens with disabilities an opportunity to develop initiative and leadership, to serve their community, to be integrated into society, and to demonstrate the dignity and value of citizens living with disabilities. Aktion Clubs may be sponsored by more than one Kiwanis club or by a division and may be co-sponsored by a Key Club and/or Circle K club.*

**Contact: 800-Kiwanis or 317-875-8755, ext. 390**

**E-mail: [aktionclub@kiwanis.org](mailto:aktionclub@kiwanis.org) Web: [www.aktionclub.org](http://www.aktionclub.org)**

## **Kiwanis Junior**

*Kiwanis Junior is a district program, limited to Europe, composed of young adults ages 18 to 35. The program includes approximately 1,500 members in more than 60 clubs. The clubs function similar to a Kiwanis club.*

**Regional Service Center – Europe**

**Web: [www.kiwanis-europe.org](http://www.kiwanis-europe.org)**

## **Key Leader**

*Kiwanis International is creating a new leadership experience for emerging youth leaders of the 21st century. Key Leader introduces the concept of service leadership to the next generation of local, state, national, and world leaders. Providing the foundation upon which all future leadership experiences will be based, a Key Leader will be one who has learned the most important lesson of leadership: Leadership comes from helping others succeed. Key Leader events will be held annually throughout North America.*

*Local Kiwanis clubs are encouraged to partner with their District Key Leader volunteers to spread the word to local schools. Encourage your club to support a young person or several to attend a Key Leader event.*

*Make a worthwhile commitment by supporting the next generation. Enable young leaders from around the globe to share the lessons learned from helping others.*

**Contact: 800-Kiwanis, ext 330.**

**E-mail: [info@key-leader.org](mailto:info@key-leader.org) Web: [www.key-leader.org](http://www.key-leader.org).**

## **Terrific Kids**

*Terrific Kids is a recognition program that promotes character development, positive self-esteem, and perseverance. Students establish specific goals to improve behavior, peer relationships, attendance, or schoolwork, and strive to attain these goals. Recognition includes being pinned as a Terrific Kid, a pizza, ice cream, or other food-themed party, and presentation of certificates, pencils, stickers, and other giveaways.*

**Contact: 1-800-Kiwanis or 1-317-875-8755, ext. 390**

**E-mail: [terrifickids@kiwanis.org](mailto:terrifickids@kiwanis.org)**

**Web: [www.terrifickids.org](http://www.terrifickids.org)**

## **Bring Up Grades**

*Bring Up Grades (or B.U.G.) is a program designed to provide recognition to students who raise their grades into an acceptable range and maintain or continue to raise them from one grading period to the next.*

*Recognition includes being placed on the school's BUG Roll, a pizza, ice cream, or other food-themed party, and presentation of certificates, pins, pencils, and other giveaways.*

**Contact: 1-800-Kiwanis or 1-317-875-8755, ext. 390**

**E-mail: [bringupgrades@kiwanis.org](mailto:bringupgrades@kiwanis.org)**

**Web: [www.bringupgrades.org](http://www.bringupgrades.org)**

## The role of the sponsoring Kiwanis club

- Initiates organization of the sponsored club.
- Obtains approval of school officials for its establishment if it is a school organization.
- Recruits initial members.
- Schedules the organization meeting.
- Files the Petition for Charter.
- Plans for the Charter Presentation event.
- Provides continuous coordination, counsel, assistance and instruction as agreed to in the “Requirements of Sponsorship”.

### Requirements of Sponsorship

The Kiwanis club (and co-sponsoring club) must comply with the following “Requirements of Sponsorship” and a statement providing evidence of such should be approved by each sponsoring Kiwanis club’s board of directors and signed by the Kiwanis club president at the time of petitioning for charter or at any time when a Kiwanis club assumes partial or full sponsorship of an K-Kids club, Builders Club, Key Club, Circle K Club, and/or Aktion Club.

### K-Kids, Builders Club and Aktion Clubs:

1. Appoint a Kiwanis advisor to the K-Kids/Builders Club/Aktion Club and ensure he/she receives adequate orientation/training.
2. Ensure Kiwanis members attend designated meetings.
3. Maintain an expense line item in the Kiwanis club’s service account to support the activities of the K-Kids/Builders Club/Aktion Club.
4. Meet with a representative of the community service agency, organization or the school principal annually.
5. Ensure that all K-Kids/Builders Club /Aktion Club members pay their annual membership fees.
6. Ensure that K-Kids/Builders Club/Aktion Club officers receive proper training following election, and support and assistance in meetings and activities throughout their term of office.
7. Ensure that a planning session involving the leadership of the sponsoring Kiwanis club(s) and the K-Kids/Builders Club/Aktion Club is held annually.
8. Host or participate in two joint activities involving the membership of the sponsoring Kiwanis club(s) and the K-Kids/Builders Club/Aktion Club.

### Key Club and Circle K Clubs:

1. Appoint a Kiwanis advisor to the Key Club/Circle K club and ensure he/she receives adequate orientation/training.
2. Ensure Kiwanis members attend every meeting.
3. Maintain an expense line item in the Kiwanis club’s service account to support the activities of the Key Club/Circle K club.
4. Work with the college/university administration to secure a faculty advisor for the Circle K club and/or meet with the Key club school principal before the beginning of the school year.
5. Ensure that all Key Club/Circle K members pay annual dues, and that an active membership of at least 20 members is maintained in the Circle K club.
6. Ensure that Key Club/Circle K club officers receive proper training following election.
7. Hold a planning session involving the leadership of both clubs.
8. Host or participate in two joint activities involving the membership of both clubs.
9. Invite Key Club/Circle K members to attend every regular Kiwanis meeting.
10. Ensure that Key Club/Circle K members attend conventions and conferences.

## Kiwanis International Foundation

*For more than 65 years, the Kiwanis International Foundation has been the charitable fund-raising entity of Kiwanis International. The foundation maintains an endowment fund to which gifts and bequests are contributed to preserve the Kiwanis heritage. Each Kiwanian worldwide is a member of the Kiwanis International Foundation. Kiwanians, therefore, find preferred ways to continually support the foundation by contributing to established programs, including the foundation in their will, or naming the foundation as a beneficiary in an insurance policy. Kiwanians ensure the perpetuation of your Kiwanis International Foundation and its mission: "To assist Kiwanis International in serving the children of the world." Because Kiwanians care and give so generously, the foundation is able to fund grants for activities and programs that meet the principal needs of children around the world.*

### **Kiwanis International Foundation programs**

#### **Tablet of Honor**

The highest level of recognition offered by the foundation honors deserving individuals, Kiwanis clubs, divisions, districts, or organizations that have exemplified dedicated service to Kiwanis, their club, community, or mankind.

#### **Founders Circle**

An elite group of individual donors who contribute one gift, or a series of gifts, totaling US\$25,000 (or more) to the Kiwanis International Foundation.

#### **The Heritage Society**

Membership includes Kiwanians and friends who assist the work of the Kiwanis International Foundation through future gifts such as bequests, trusts, annuities, or insurance.

#### **George F. Hixson Fellowship**

Individuals establish membership through a US\$1,000 contribution or a minimum initial contribution of US\$200, pledging to contribute the balance over four years. Diamond-level status is attained by Hixson Fellows who make additional US\$1,000 contributions.

#### **Kiwanis Children's Fund**

The Kiwanis Children's Fund was created by the International Foundation to provide individual Kiwanians an opportunity to make an annual gift that helps fund the needs of children around the Kiwanis world through the Foundation's grants program.

#### **Kiwanis Leadership Society**

This program provides Kiwanis clubs, divisions and districts an opportunity to recognize deserving individuals for their leadership accomplishments and service to the Kiwanis family through a US\$100 contribution.

#### **Memorials and tributes**

Memorial contributions honor a deceased Kiwanian, family member, or friend. Tribute and "in honor of" contributions are made to honor Kiwanians, family members, or friends on anniversaries, birthdays, and other special occasions.

#### **Annual Club Gift**

The Annual Club Gift Campaign is conducted between October 1 and September 30 each year to provide the Foundation with its primary source of unrestricted income. These funds help determine which programs the foundation can support.

#### **Skip-A-Meal**

Kiwanians and non-Kiwanians participate by skipping a meal during a designated week declared by the foundation. The estimated cost of the meal is donated to the foundation to help fund the growing number of grants provided by the Kiwanis Children's Fund.

#### **President's Advisory Cabinet**

Membership qualification includes: a Tablet of Honor recipient, membership in the Heritage Society, the George F. Hixson Fellowship, and the Founders Circle.

#### **President's Advisory Council**

Membership qualification includes: a Tablet of Honor recipient, membership in the Heritage Society, and the George F. Hixson Fellowship.

## Honor Club Banner Recognition

The Honor Club Banner recognizes clubs that excel in supporting the Worldwide Service Project through contributions to the Heritage Society, Tablet of Honor, and/or George F. Hixson Fellowship program.

### **Robert P. Connelly Award for Heroism**

This award is given in honor of Robert P. Connelly, a fellow Kiwanian who gave his life attempting to save the life of another. The award is given to individuals who, like Connelly, put their own life at risk for the sake of another.

### **Supporting the Kiwanis family**

The foundation has provided significant financial support to our sponsored programs and other Kiwanis programs, such as:

- More than 100 matching scholarships for Key Club and Circle K
- Key Club, Circle K, Builders Club and K-Kids service initiative training video
- Circle K Experiential Leadership Institute
- Builders Club District Administrators training
- Builders Club Leadership Recognition Award for each district
- Annual World Service Medal Recipient US\$10,000 grant
- Kiwanis International district matching grants

Assisting victims of disaster worldwide:

- 911 Victims Children's Fund
- Tsunami Relief
- Hurricanes in Florida and Alabama
- Tornadoes in Ohio and Alabama
- Typhoons in the Philippines
- Earthquakes in El Salvador and Taiwan
- Kosovo Refugee Children Relief
- Ice storms in northeastern USA
- Flooding in Jamaica and Europe

Write to your Foundation at: 3636 Woodview Trace, Indianapolis, IN 46268-3196

Call: 800-549-2647 (US and Canada), 317-875-8755 (worldwide)

E-mail your Foundation at: [foundation@kiwanis.org](mailto:foundation@kiwanis.org)

Or visit us on the Web at: [www.kiwanis.org/kif](http://www.kiwanis.org/kif)

## Publications

### Club Newsletter

In some clubs, the secretary prepares the club newsletter. In others, a member appointed by the president as newsletter editor prepares it. A club newsletter editor's kit is available from the Public Relations Department at the International Office. It also is available through the "Club Resources" link on the World Wide Web at [www.kiwanis.org](http://www.kiwanis.org).

- A good newsletter reaches all members in advance of the date of the meeting for which it is prepared, and includes:
- Announcements of forthcoming club meeting programs and other activities.
- Reports on committee and club achievements and recognition of individual achievements.
- Items of general interest about individual members.
- Information on forthcoming division, district, and Kiwanis International activities (publicity at the club level adds greatly to their success).
- Whenever applicable, information on official action by the board of directors or the club.
- Brief report on the past week's meeting.
- Official calls of meetings at which members will be asked to vote and the wording of any proposed bylaw amendment or resolution.
- Community news and events of interest to the club membership and promoted by the club.
- Biographical sketches of new members.
- Reminder to members to bring guests so others may share the enjoyment of belonging to Kiwanis.
- "Fun" items, such as humor, baby pictures of members for identification, and "Guess Who" column giving just a few facts on a member, etc.
- A short inspirational message from the committee on human and spiritual values.

### Rules and Criteria for Annual Kiwanis International Club Newsletter Contest

Details are available from the Public Relations Department, [kiwanispr@kiwanis.org](mailto:kiwanispr@kiwanis.org), at the International Office.

### Format of contest

Winners in the International club newsletter contest will be chosen from among winners in the district newsletter contests.

Each district participating in the International contest will send its winning newsletter to the Kiwanis International Office for competition with winners from the other districts. Only districts can enter club newsletters in the International competition. Newsletters to be considered in the contest will be those produced between October 1 and July 31.

### Deadline

Districts will submit their winning newsletters to the Public Relations Department at the International Office by October 1.

Judging will be by the chairman of the International Committee on Public Relations and a special committee early in the following calendar year.

**Criteria**

Is the newsletter regularly issued? How is the space used? Is it readable? Does it hold the reader's interest? Is it so designed that it can carry out its three most important functions:

1. Maintain member interest and enthusiasm.
2. Encourage meeting attendance.
3. Inform the membership on club activities and projects.

Winners will be notified privately, shortly before the Kiwanis International convention. A plaque will be awarded at each winner's district convention.

**The Kiwanis Leader**

The Kiwanis Leader is issued bimonthly by Kiwanis International. A typical issue includes announcements of changes in procedures, reminders of forthcoming events, new ideas for programming, information on new resources available to clubs, International convention details, tips for club officers and committee chairmen, and additional recommendations for Young Children: Priority One. A copy of each issue is sent automatically to the club president and club secretary. You are strongly urged to request the board to approve additional subscriptions for distribution to committee chairmen, officers, special appointments, and other leaders. Orders for The Kiwanis Leader must be for 5, 8, 10, 12, 15, or 20 or more copies, which facilitates a money-saving bulk mail process. All will be mailed to the club secretary.

## KIWANIS magazine

KIWANIS magazine is the official publication of Kiwanis International, produced for Kiwanis members worldwide.

Clubs may order one-year subscriptions for nonmembers and other organizations by checking the box for “Nonmember subscription” on a Membership Information Form and mailing one year’s payment and the form to Kiwanis International. Suggested recipients include club meeting speakers, libraries, schools, and hospitals.

Kiwanis clubs and members are encouraged to submit story ideas in three categories: projects, people, and fellowship. There is no need to write an article, because it will be written by the magazine staff to fit the style and space of the publication. Review past magazine issues, and note what type of information is used. The magazine receives many submissions; so, the magazine staff cannot promise that a story will appear. Yet, all submissions are appreciated and help build a library of possible articles. Some items, though not used in the magazine, may be helpful in preparing other publications.

### Projects

The purpose of project-related articles is to provide other clubs with ideas they may want to adapt for their communities. KIWANIS magazine, however, cannot be used to solicit other clubs’ participation in a club’s fund-raiser or service project. When submitting materials for project stories, provide a detailed description about the project. What inspired the project? What need did it fill? How much money was raised? What difficulties were met, and how did your club deal with them? Include human-interest items, such as quotations from the persons served or the reactions of children involved.

### People

KIWANIS magazine highlights individuals who currently distinguish themselves in their careers, professions, hobbies, or service activities. When submitting materials for such articles, provide detailed information that adds dimension and human detail, and recount true-to-life experiences that exemplify the person’s story. Add quotes in the subject’s own words.

### Fellowship

The magazine also is interested in the fun, funny, interesting, and inspirational moments of Kiwanis-family activities. Quotes, anecdotes, and humorous events are the type of items the magazine seeks.

### Photographs

Most submissions should include quality photographs. Color images are preferred. Candid shots—persons doing things—are best. Group, check-passing, and hand-shaking photos are not needed. The magazine accepts prints (on photographic paper), slides, transparencies, or electronically in jpg or tif format in an original resolution of 300 dpi better. Writing on the back of print photos and using paper clips can damage the images.

For more information about submitting items to KIWANIS magazine, visit on-line at [www.kiwanis.org/magazine/](http://www.kiwanis.org/magazine/).

### Kiwanis International Web site

The Kiwanis International Web site has multiple uses for leaders and members. The site is a source of Kiwanis International news and a library of materials related to membership, leadership, service, sponsored programs, supplies, and much more. It also promotes communications to the International Office. Kiwanis International also provides access to the many Kiwanis-family club, division, and district Web sites worldwide. The Kiwanis International Web site can be found at [www.kiwanis.org](http://www.kiwanis.org).

## International's Governing Documents for Kiwanis Leaders

International's governing documents are intended to be a "one-stop" reference guide for Kiwanis leaders at the club, division, and district levels. They include the Kiwanis International Bylaws, Kiwanis International Board Policies and Procedures, and the Standard Forms for Club Bylaws and District Bylaws.

The Kiwanis International Bylaws which were previously known as the Constitution can only be amended by the House of Delegates at the International Convention, while the document previously known as the International Bylaws can be amended at the International Convention or a meeting of the International Council. The Kiwanis International Board can revise Policies and Procedures at any time. The Standard Forms for Club Bylaws and District Bylaws are generally revised only in accordance with changes passed to the International Bylaws, though the International Board can amend them at any time, if deemed necessary.

The most current of each document is available on the Kiwanis International Web site at <http://www.kiwanis.org/>.

## Club Status

### *Requirements for "In Good Standing" Status*

To be "in good standing," a Kiwanis club must comply with the Essential Actions of a Kiwanis club as defined by the International Board, which are:

- A. Comply with all the provisions of the Bylaws, Policies, and Procedures of Kiwanis International, its district, and its federation (if any).
- B. Comply with the current Standard Form for Club Bylaws, modified as approved by the International Board of Trustees.
- C. Implement community-service projects, including those that support Young Children: Priority One.
- D. Sponsor or support a Kiwanis Kids club, Builders Club, Key Club, Circle K club, Aktion Club, or Kiwanis Junior club (where possible).
- E. Maintain an active, privileged, and senior membership of not less than fifteen (15); set a goal of a net increase of at least one (1) member per year; and stage pre-induction orientation and formal induction of new members.
- F. Pay dues, subscriptions, and other obligations to Kiwanis International, its district, and its federation (if any), within ninety (90) days after such amounts are due.
- G. Meet at least twice monthly with a well-managed, informative, and fun club meeting which contains an informative program and follows a timed agenda.
- H. Schedule board meetings at least once a month.
- I. Monies received from fund-raising projects in which the public participates, or from members or others for the service activities sponsored by the club, shall be segregated from the administrative funds and shall be used only for charitable, educational, religious, and eleemosynary activities.
- J. Complete the annual club organization, including the election and reporting of officers and the appointment of committees.
- K. Have club officers participate in Club Leadership Education.
- L. Participate in district and division activities, including the fulfillment of its club delegate obligation to district conventions.
- M. File all reports as required by Kiwanis International and by the district and federation (if any).

### **Clubs on Probation**

- A. *Conditions:* A district or federation (if any) board of trustees may place a club on probation for a violation(s) of the essential actions for a period not to exceed six (6) months.
- B. *Notice:* A written notice of the violation(s) and a copy of the findings and conditions to be met to eliminate the probation must be sent to the club president, club secretary, lieutenant governor, and the Executive Director.
- C. *Response:* Such club will be given at least thirty (30) days to respond to such violation(s) and may request a hearing on such violation(s) before the district or federation (if any) board.
- D. *Extension:* If the club makes partial improvements, the probation may be extended by the district or federation (if any) board for up to two (2) additional periods, not to exceed three (3) months each.
- E. *Charter Suspension or Revocation:* If the violation(s) have not been corrected by the club within the probation period, the district or federation (if any) board shall recommend to Kiwanis International the suspension or revocation of the club's charter, or as provided in the International Bylaws, the International Board may suspend or revoke the club's charter and/or prevent the club from using the Kiwanis Marks.

- F. *Referral to International Board:* At any time, the entire matter, together with a copy of all proceedings, correspondence, and recommendations may be referred by the club, district, or federation (if any) board to the International Board, or the International Board may initiate a review of such proceedings.
- G. *Return to “In Good Standing” Status:* If, at any point in this process prior to charter suspension or revocation, the club complies with the requirement, the violation of which resulted in probation, then the club shall be returned to “in good standing” status and shall be so notified by the district or federation.

## **Clubs Not Current With Financial Obligations**

- A. *Charter Suspension:* When a club fails to pay its dues or subscriptions or other indebtedness exceeding US \$150 to Kiwanis International or annual dues to its district or federation (if any) within ninety (90) days after such amounts are due, the club shall be considered not current with its financial obligations and placed on charter suspended status.
- B. *Club Delegate Representation Prohibited:* A club not current with its financial obligations or having outstanding dues obligations is not entitled to be represented by delegates at any district, federation (if any), or International conference or convention.
- C. *Written Notice and Status Report:* A notice of and reasons for not being current with its financial obligations will be sent no later than one hundred and twenty (120) days after the indebtedness is due to the last reported president and secretary of the club by the Executive Director or designee, and copies shall be sent to the district. NOTE: Notice will also be sent no later than one hundred and fifty (150) days to all last-reported club members.
- D. *Charter Revocation:* When a club fails to pay its dues, subscriptions, or other obligations to Kiwanis International, to the federation (if any), or pay dues to its district within six (6) months after such amounts are due, under the International Bylaws, the club charter and membership shall be revoked at the next Kiwanis International Board meeting. Whenever the International Board shall direct revocation of a club charter for nonpayment of financial obligations, the club shall be notified immediately of such action by the Executive Director or designee.
- E. *Return to “In Good Standing” Status:* If, at any point in this process prior to charter revocation, the club pays its full indebtedness, the club shall then be returned to “in good standing” status and shall be so notified by the Executive Director or designee.

## **Clubs At Risk for Low Membership**

- A. *Conditions and Notice:* Within thirty (30) days after the September 30 certified membership is released, the Executive Director or designee will notify each district of the clubs in their district whose September 30 certified membership is below fifteen (15). Such clubs will be considered at risk.
- B. *Assistance:* During the period a club is deemed to be at risk, Kiwanis International and/or the district will provide membership development programs to assist the club in the process of increasing its membership to a level wherein the club can function fully and fulfill its responsibilities of a club as required in the Essential Actions.

## **Notice to Clubs**

A copy of Procedure 360–Club Status shall be included in the annual club and district officer’s guidebooks and/or manuals.

\* Call Kiwanis Member Services for additional information. (800-549-2647 extension 390)

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# Notes

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

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Worldwide: 1-317-875-8755 • USA and Canada: 1-800-KIWANIS