

MEMBERSHIP PLANNING

2026-27 INSTRUCTIONS

The worksheet “Create Your Club’s Membership Plan” allows clubs to design a plan to acquire and retain members.

Note: This information is being provided for lieutenant governor education purposes as of April 1, 2026. Additional information will be provided to lieutenant governors and club presidents in July when the 2026-27 online submission form is available.

Use the workbook as a tool to:

- Examine where the club is today.
- Strategize where the club wants to be in the future – number of members in 3-5 years with a 2026-27 new member add goal.
- Analyze which membership tactics will work best for club – Club boost, Two For Two, open house, guest day, reMember campaign, or increasing an already established successful effort. A club also may combine one or more tactics to meet their membership goal.
- Determine goals, regular check-ins and milestone celebrations.
- To fully utilize the membership plan, clubs will likely need to conduct some research. The workbook will not likely be completed in 45 minutes—or necessarily in one sitting. For instance, few members remember the most recent year when they experienced positive membership growth. It may be helpful to go through it with the current club board and those scheduled to be officers during the 2026-27 administrative year.

Lieutenant governor recommendations

- Ensure clubs understand the deadline for submitting their 2026-27 recruitment tactic and new member add goal by communicating this in-person and via electronic means early and often. The deadline is December 31, 2026. This deadline will not be extended as this date is the end of the first quarter of the administrative year.
- Aid clubs to facilitate membership planning during at least one meeting.

CREATE YOUR CLUB'S MEMBERSHIP PLAN

PURPOSE: To help your Kiwanis club create a plan for acquiring and retaining members — by setting goals, creating actions to achieve those goals and creating metrics for the plan's success.
AUDIENCE: All club members working together to provide a club experience that keeps existing members coming back and motivates new members to join.
FREQUENCY: An initial membership plan with regular updates on progress. Club president and/or membership chair work with club members to create a multi-year plan in which the club commits to one recruitment tactic and evaluates it after each year.

YOUR CLUB BY THE NUMBERS

Start with your best estimate for each of the following. As time permits and you begin researching and examining your club's data with other club officers and members, input the actual number for each.

	Estimate	Actual
Members: Number of members on the roster (includes but not include honorary members in your club's choice)		
Added members: Tally of every new member the club has added to the roster in the past five years.		
Deleted members: Tally of every member you delete from the club roster in the past five years.		
Retention rate: Percentage of members who start and complete the year with your club.		
Diversity of members: Percentage of each gender, age ranges, professions, ethnicity, etc.		
Prospective members: Number of guests who visit your club's events to learn more about your club.		
Event participation: Percentage of club members who attended club events (may include service projects, fundraisers, special events and/or regular meetings).		



MEMBERSHIP PLANNING – CONTINUED

- Whether the lieutenant governor helps the club with “Create Your Club’s Membership Plan” or the club completes it on its own, the lieutenant governor should have a copy of the plan to check-in on the club throughout the year.
- Lieutenant governors should also work with the club president to ensure the club is providing an experience that promotes membership retention.
- Recognize those clubs in the division that submit their membership growth goals/plan during a division council meeting, in a division’s electronic newsletter, etc.

Data

- Exact data is not necessary to complete the plan. More than likely, there is a member or two who has institutional knowledge and can provide relatively accurate information.

Submission

- Membership plans are due no later than December 31, 2026, to be considered for club distinguished awards.
- A submission form will be available in July – lieutenant governors, presidents, secretaries and membership chairs will be notified.
- The submission form is a simple form to complete. The club records what recruitment tactic it plans to use for 2026-27 and the new member add goal for the year – the workbook does not need to be submitted.

Build. Nurture. Retain.

kiwanis.org/membership

Create Your Club’s Membership Plan

kiwanis.org/wp-content/uploads/2024/03/Membership-Planning-Worksheet.pdf

Coming in July:

Submission form to record the tactic the club is using and new member add goal.



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EXAMINE YOUR MEMBERSHIP

What is your club's membership number?					
Today		5 years ago		10 years ago	

When was the last time your club had net-positive membership growth?

Which year(s) did you increase your membership?	What was the reason or recruiting effort for this increase?

What are your club's demographics? <i>Use actual numbers, percentages or analyze each category.</i>			
Male/female		Religion	
Average age		Education levels	
Cultural background/ethnicity		Socioeconomic levels	

Is your club working to make sure its membership base reflects the community's demographics?

In a typical year, how many members do you lose for each of the following reasons?			
UNRELATED TO CLUB		CLUB INFLUENCE	
Health issues.		Member decision.	
Deceased.		Lack of activity.	
Retirement.		Non-payment of dues.	
Other reasons.		Other reasons.	

How many members do you anticipate losing this year?	Why?

IMPROVE THE CLUB EXPERIENCE

Which Achieving Club Excellence (ACE) tools has your club used in the past two years?	
<i>*Preferred ACE tools to use prior to boosting a club kiwanis.org/acetools</i>	
ACE tools prior to 2024	Current ACE Tools
Club scorecard	YOU ARE HERE
Creating the purpose*	Community survey*
Measuring member satisfaction*	Member survey*
Developing community partnerships	DREAM YOUR FUTURE
Rediscovering your community*	Club vision*
Analyzing your impact	ANALYZE THE GAP
Club excellence plan	Evaluate your impact
Hosting a membership drive	Develop partnerships
Celebrating success	PLAN YOUR COURSE
	Club excellence plan
	ACTION NOT WORDS
	Club scorecard
	Host potential members
	Celebrate

SET GOALS

What is your goal for acquiring new members?	
	Reaching charter strength (15 or more members).
	Reaching a goal connected to an anniversary.
	Increasing membership by a particular number (e.g., 5, 10, 20, etc.).
	Doubling the club's membership.
	Other.

What best describes your club's desire for adding new members?	
	More members: similar to or same as current demographics.
	More members: no particular demographic focus.
	Younger members: reduce the average age of club members by 10 years.
	Diversifying membership: mirroring club and community demographics.

What are your membership plan's intents and desired outcomes? (Beyond "more members.")

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ACHIEVE GOALS

What best describes your club's style for recruiting new members?

<input type="checkbox"/>	Steady: a new member or two each month.
<input type="checkbox"/>	Get it done: one event that brings in many new members.
<input type="checkbox"/>	Sporadic: a new member occasionally throughout the year

What is the best recruitment tactic for your club?

<input type="checkbox"/>	Two For Two with a goal of at least 12 new members.
<input type="checkbox"/>	Club boost event with a goal of at least 15 new members.
<input type="checkbox"/>	Open house with a goal of at least 10 new members.
<input type="checkbox"/>	Guest days throughout the year with a goal of at least 5 new members at each event.
<input type="checkbox"/>	An existing recruitment event with a goal of ____ new members.

Looking at your current membership recruiting efforts, what improvements are necessary to make it more appealing and effective?

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How will you hold members accountable for recruiting efforts and reaching growth goals set by the club?

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What operational steps will the club take to accomplish the goal?

Empty text box for operational steps.

How will you measure your progress? Milestones/check-ins?

Empty text box for measuring progress.

MEMBERSHIP OPPORTUNITIES

What community involvement opportunities exist to promote membership?

Large empty text box for community involvement opportunities.

List your events for the upcoming year. How can each become a membership event?

Service projects	
Fundraising projects	

Do you set up a membership inquiry table at events?

Empty text box for membership inquiry table.

Have you used Two For Two?

Empty text box for Two For Two.

Watch your membership grow with Two For Two. Review the example below and then calculate your own club's Two For Two goals. *These calculations illustrate gross membership growth — not net growth.*

EXAMPLE	Today's total	One year from today <i>You add at least 12 members</i>	Two years from today <i>You add at least another 12 members</i>	Three years from today <i>You add at least another 12 members</i>
	15 members	27 members	39 members	51 members
OUR CLUB	Today	One year from today	Two years from today	Three years from today

How many former members still live in your community?

Your club secretary can pull a list of former members from the secretary dashboard. Approach them about renewing their membership. Life changes for people who left Kiwanis — perhaps their life situations now allow more time for a service organization.

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Are you familiar with Kiwanis International's corporate membership classification?
kiwanis.org/corporatemember

If so, has your club recruited any corporate members in the past year?

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Does your club or would your club welcome satellite members?
kiwanis.org/satellitemember

If so, has your club recruited any satellite members in the past year?

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RECOGNIZE MEMBERS

Do you recognize your members with the Ruby K award for sponsoring new members?
kiwanis.org/rubykaward

If so, how many members have been recognized with this honor? Which members are recruiting the most members?

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ENHANCE CLUB OPERATIONS

	YES	NO
Do you have a membership chair?		
Has your membership chair attended training?		
Do you have a membership committee?		
Have your membership committee members attended training?		
Does your club board meet monthly to discuss membership growth strategies?		

START THE CONVERSATION

What are some talking points to remember when you speak to your club about growing your membership — including those that address and alleviate members' potential objections?

FIND THE ACE TOOL YOU NEED

Achieving Club Excellence (ACE) tools help you look at all your club does — from operations and fundraising to service and community outreach. You can find the ACE tools you need based on this common list of concerns. Each tool is available online at [kiwanis.org/ACEtools](https://www.kiwanis.org/ACEtools).

CONCERNS	TOOLS THAT CAN HELP
Members of your club seem less engaged.	<ul style="list-style-type: none"> • Member survey • Club vision • Celebrate success
Your club needs new ideas for recognizing individual and club accomplishments.	<ul style="list-style-type: none"> • Celebrate success
Your members have ideas, but nothing seems to happen.	<ul style="list-style-type: none"> • Club vision • Club excellence plan • Club scorecard
Your club wants to become more visible in the community.	<ul style="list-style-type: none"> • Evaluate your impact • Develop partnerships • Celebrate success
Your club's annual fundraiser is becoming less successful.	<ul style="list-style-type: none"> • Community survey • Evaluate your impact • Develop partnerships
Your club's signature project is losing member interest.	<ul style="list-style-type: none"> • Member survey • Club vision • Evaluate your impact
Your club has ideas but needs direction or goals.	<ul style="list-style-type: none"> • Community survey • Evaluate your impact • Club excellence plan • Club scorecard
Your club is unsure of its purpose in the community.	<ul style="list-style-type: none"> • Community survey • Club vision
Your club is losing members.	<ul style="list-style-type: none"> • Member survey • Club vision • Club excellence plan
Members can't decide which organizations to support.	<ul style="list-style-type: none"> • Community survey • Club vision • Evaluate your impact
You have membership events and guests, but no one is joining.	<ul style="list-style-type: none"> • Club vision • Host potential members
Your club struggles to find new leaders.	<ul style="list-style-type: none"> • Member survey • Community survey • Host potential members
Your club's projects require more members than you currently have.	<ul style="list-style-type: none"> • Community survey • Club vision • Evaluate your impact • Host potential members

CREATE YOUR DIVISION'S MEMBERSHIP PLAN

District Goals

Club opening goal:	
Club opening stretch goal:	
Membership growth goal (either number or percentage net gain):	
Additional district membership goals:	

Contact your 2024-25 District Governor or Kiwanis International Area Director of obtain these numbers.

Division Goals

New Club Opening Site: _____

Site Survey complete:

Community Survey complete:

Key Dates

Organization date: _____ date: _____

_____ date: _____ date: _____

_____ date: _____ date: _____

Alternate site 1: _____

Alternate site 2: _____

Total net membership gain: _____

(Number or percentage)

Kiwanis Club of _____

Current membership: _____ Membership last year: _____ Membership 5 years ago: _____

Membership goal: _____

What method(s) is this club using to achieve their goal:

- | | |
|---|---|
| <input type="checkbox"/> Two For Two | <input type="checkbox"/> Guest days throughout the year |
| <input type="checkbox"/> Club boost event | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Open house | |

Kiwanis Club of _____

Current membership: _____ Membership last year: _____ Membership 5 years ago: _____

Membership goal: _____

What method(s) is this club using to achieve their goal:

- | | |
|---|---|
| <input type="checkbox"/> Two For Two | <input type="checkbox"/> Guest days throughout the year |
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| <input type="checkbox"/> Open house | |

Kiwanis Club of _____

Current membership: _____ Membership last year: _____ Membership 5 years ago: _____

Membership goal: _____

What method(s) is this club using to achieve their goal:

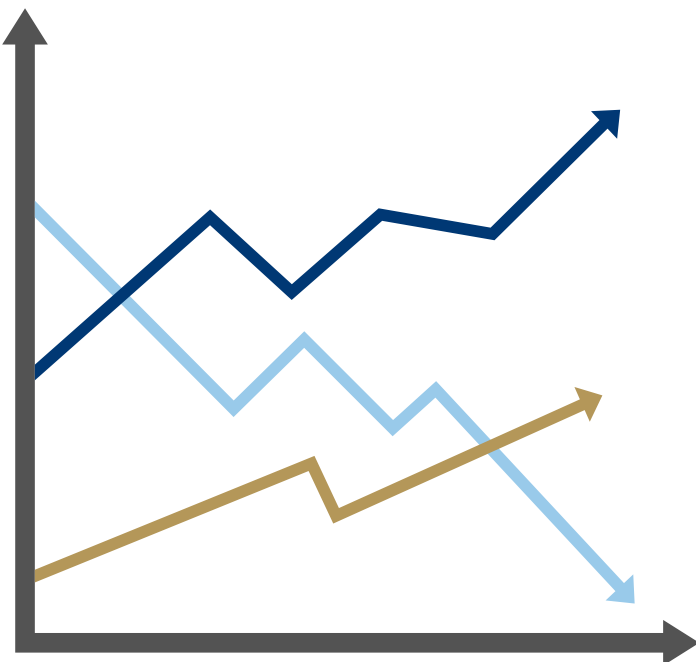
- | | |
|---|---|
| <input type="checkbox"/> Two For Two | <input type="checkbox"/> Guest days throughout the year |
| <input type="checkbox"/> Club boost event | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Open house | |

5-Year Trend Report Worksheet

- Circle clubs with positive net gain over the last 5 years.
- Underline clubs with positive net gain in most recent Kiwanis year.
- Put a check mark next to clubs whose 5-year net percentage is lower than the division's 5-year net percentage.
- List clubs that are Charter Revoked (CR):

- List new clubs:

- List clubs that are below charter strength (15 members):



MEMBERSHIP RUBRIC

Instructions

A large portion of your role as lieutenant governor is to assist clubs in strengthening their membership, and therefore their service capabilities. To assist you, this rating rubric has been designed to provide you and your clubs with a quick view of how they are doing in the five aspects of the strategic plan and provide them with a clear vision of what improvements they may need to make.

How to use:

Set a time to visit the club and have time set aside afterwards to meet with the club president and officers to discuss the rubric.

Begin discussing which area you think that the officers will feel most comfortable talking about. Where are they in the rubric – Needs Improvement, Benchmark or Optimum. The point of this is to help identify the areas where the club performs the strongest and what areas they need to focus on improving. The overall score is not important and shouldn't be used to compare clubs; it is about focusing on areas that need shoring up and leaning into what the club does well.

Once the club has been rated in all categories – forward the information to the district so they can help identify resources for the club and compile information on which clubs excel in the areas.

Next, you will work with the club in developing a plan to improve their area of greatest weakness. The goal is for the club to excel in all areas.

Frequently used resources for club strengthening:
kiwanis.org/ACEtools (Achieving Club Excellence Tools)
kiwanis.org/Club-Toolbox

MEMBERSHIP RUBRIC

CLUB ASSESSMENT – KIWANIS CLUB OF _____

MEMBER EXPERIENCE		
Needs improvement	Benchmark	Optimum
<ul style="list-style-type: none"> <input type="checkbox"/> Only a handful of people show up for everything <input type="checkbox"/> Your members do not engage with each other outside of meetings <input type="checkbox"/> No one is interested in inviting prospective members to club meetings or events 	<ul style="list-style-type: none"> <input type="checkbox"/> Majority of members are actively involved <input type="checkbox"/> Meetings and events are fun <input type="checkbox"/> Decisions are made incorporating member input 	<ul style="list-style-type: none"> <input type="checkbox"/> Everyone takes a role in the club <input type="checkbox"/> Club members and community members are actively involved in all meetings <input type="checkbox"/> Club leaders take club and community members input into decisions

LEADERSHIP AND EDUCATION		
Needs improvement	Benchmark	Optimum
<ul style="list-style-type: none"> <input type="checkbox"/> No one attends Club Leadership Education <input type="checkbox"/> Youth protection training is not conducted <input type="checkbox"/> Repeating/rotating officers <input type="checkbox"/> Vacant positions in the club 	<ul style="list-style-type: none"> <input type="checkbox"/> Officers attend Club Leadership Education annually <input type="checkbox"/> Member orientation is conducted for all new members <input type="checkbox"/> Future club leaders are identified 	<ul style="list-style-type: none"> <input type="checkbox"/> Members serve at division levels and above <input type="checkbox"/> Members attend district conventions and international conventions <input type="checkbox"/> Club members coach a new club

SERVICE		
Needs improvement	Benchmark	Optimum
<ul style="list-style-type: none"> <input type="checkbox"/> Does not sponsor any Service Leadership Programs <input type="checkbox"/> Club does not have any service opportunities 	<ul style="list-style-type: none"> <input type="checkbox"/> Has a signature project <input type="checkbox"/> Service opportunities monthly for club members <input type="checkbox"/> Actively sponsors at least one Service Leadership Program 	<ul style="list-style-type: none"> <input type="checkbox"/> Enters signature project into Kiwanis International contest <input type="checkbox"/> Conducts community analysis at least every 3 years



MEMBERSHIP RUBRIC

PAGE 2 – CLUB ASSESSMENT – KIWANIS CLUB OF _____

VISIBILITY / MARKETING		
Needs improvement	Benchmark	Optimum
<input type="checkbox"/> No social media presence	<input type="checkbox"/> Social media presence <input type="checkbox"/> Markets upcoming projects <input type="checkbox"/> Club members wear Kiwanis logo items at club events	<input type="checkbox"/> Members wear Kiwanis logo items everywhere <input type="checkbox"/> Active social media presence

FINANCIAL VIABILITY		
Needs improvement	Benchmark	Optimum
<input type="checkbox"/> Gets charter suspension and/or revocation warning before paying dues <input type="checkbox"/> Does not donate to the Kiwanis Children's Fund or district foundations <input type="checkbox"/> Collects member's dues after October 1	<input type="checkbox"/> Pays dues on time <input type="checkbox"/> Gives to Kiwanis Children's Fund annually <input type="checkbox"/> Completes annual financial audit <input type="checkbox"/> Treasurer report at all board meetings	<input type="checkbox"/> Applies for grants <input type="checkbox"/> Has a contingency fund <input type="checkbox"/> Has checks and balances system for money distribution

CLUB DEVELOPMENT PLAN

