



# LEADERSHIP GUIDE





**THIS BOOK BELONGS TO**

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**MY CLUB**

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**MY ROLE**

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**MY GOAL**

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# IT'S TIME TO GET STARTED!

You have been called to lead. Your fellow Kiwanians believe you have the talent and determination to fulfill your responsibilities as a Kiwanis club officer. In this guide, you'll find the tools and resources you need.

After all, your leadership will make your club healthier. And that will make Kiwanis stronger. As a result, children's lives will be changed in your community — and all around the world.

## ABOUT TRADITION

The information in this guide is geared toward Kiwanis clubs that follow a traditional meeting structure. Many groups, such as internet-based clubs, club satellites and young professionals clubs, have chosen different formats for their meetings and service initiatives. If you're in a nontraditional group, feel free to modify this guide to suit your needs.







**KIWANIS 101**



# KIWANIS 101

**Kids need Kiwanis.** For more than a century, Kiwanis has created opportunities for children to be curious, safe and healthy — regardless of the community in which they live. When you give a child the chance to learn, experience, dream, grow, succeed and thrive, great things can happen.

That's what Kiwanis members do. We are generous with our time. We are creative with our ideas. We are passionate about making a difference. And we have fun along the way.

## MOTTO

Serving the children of the world.

## DEFINING STATEMENT

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

## VISION STATEMENT

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

## THE OBJECTS OF KIWANIS

**Object 1:** To give primacy to the human and spiritual rather than to the material values of life.

**Object 2:** To encourage the daily living of the Golden Rule in all human relationships.

**Object 3:** To promote the adoption and the application of higher social, business, and professional standards.

**Object 4:** To develop, by precept and example, a more intelligent, aggressive, and serviceable citizenship.

**Object 5:** To provide, through Kiwanis clubs, a practical means to form enduring friendships, to render altruistic service, and to build better communities.

**Object 6:** To cooperate in creating and maintaining that sound public opinion and high idealism which make possible the increase of righteousness, justice, patriotism, and goodwill.



# KIWANIS INTERNATIONAL'S STRATEGIC PLAN

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

## MEMBERSHIP AND ENGAGEMENT

Build, retain and support a growing Kiwanis membership network.

## LEADERSHIP AND EDUCATION

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

## COMMUNITY IMPACT

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

## FINANCIAL VIABILITY

Ensure financial viability and responsible stewardship.

## BRANDING AND IMAGE

Enhance the Kiwanis image and brand worldwide.

*For additional information regarding the strategic plan, go to [kiwanis.org/strategic-plan](http://kiwanis.org/strategic-plan).*





# Your club's strategic plan

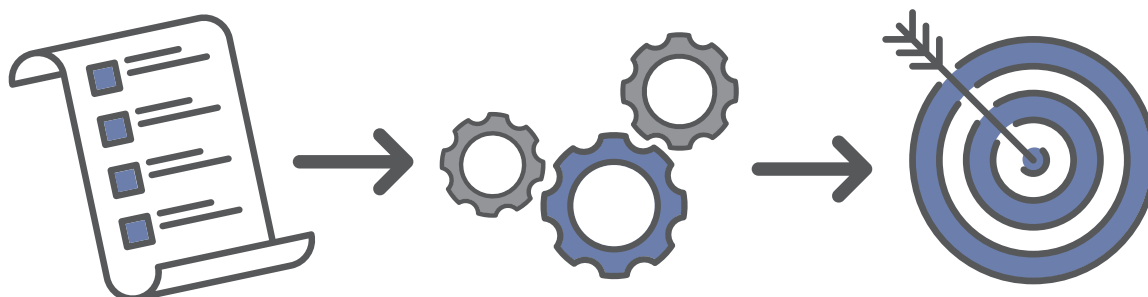
Your club should have a strategic plan in place, but it is important to revisit and revise it over time. Creating or revising your club's strategic plan is a group effort. Your club officers, board of directors and a few committed members need to work together to create a plan that will help your club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

## MEMBERSHIP AND ENGAGEMENT

Club strategies	How will you accomplish the strategies?

## LEADERSHIP AND EDUCATION

Club strategies	How will you accomplish the strategies?





### COMMUNITY IMPACT

Club strategies

How will you accomplish the strategies?

### FINANCIAL VIABILITY

Club strategies

How will you accomplish the strategies?

### BRANDING AND IMAGE

Club strategies

How will you accomplish the strategies?

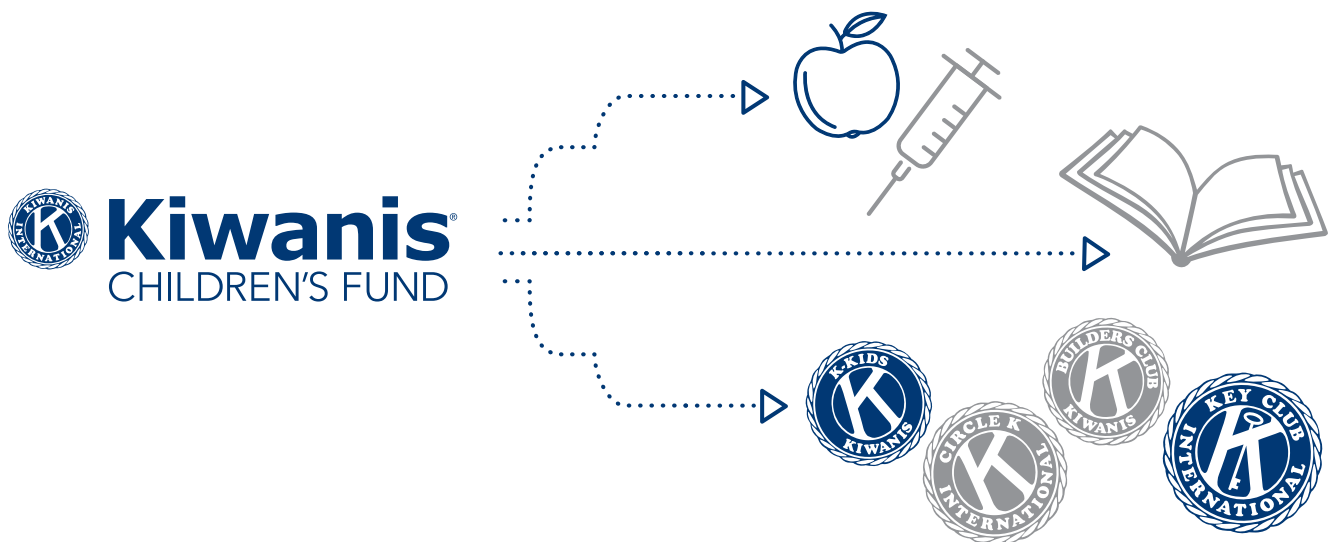
# Kiwanis Children's Fund

As a club leader, you will be an important partner to the Kiwanis Children's Fund. Of course, you're also an advocate for the Children's Fund. So it's important to know what we do and how gifts help the Kiwanis family reach kids in need.

The Kiwanis Children's Fund partners with clubs and districts to help the children of the world by focusing the generous gifts of donors on three Kiwanis causes:

- Health and nutrition.
- Education and literacy.
- Youth leadership development.

In your role, you will be supported by a Children's Fund district chair and a Children's Fund ambassador who are appointed by the Children's Fund trustees. These volunteer leaders are passionate advocates of our mission. They are constant communicators of our core values through club and district presentations. They build and strengthen relationships with Kiwanis clubs in their districts.



## A CONTINUUM OF IMPACT

From the prenatal stage to the age of 18, kids benefit from Kiwanis service. In fact, the Kiwanis causes create a continuum of impact. That's because each cause provides kids with a head start on the next one.

Sufficient nutrition offers the best chance at a healthy start in life — including optimal iodine intake, which influences brain development.

A healthy brain then prepares a kid for school, particularly for the crucial ability to read.

And an educated, literate child is one who's equipped to become a leader. Kiwanis Service Leadership Programs help develop students' skills as they continue their academic journeys — preparing them to become the next generation of leaders.





## OPERATIONS

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

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

## RESOURCES FOR CLUBS

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

### Fundraising

We can offer strategies and advice for raising funds through individual and corporate giving, grant applications, planned giving and events. And when you tell us what works for you, we can pass along your best ideas to others.

### Nonprofit management

Operating a club foundation can be complicated. Bring us your questions and challenges. We’ll help you identify answers, options and best practices to help you reach your goals.

### Kiwanis grant programs

Our staff is ready to answer your questions about the grant programs available to Kiwanis clubs.

### Speakers and presentations

Whether it’s presented by one of our volunteers or a staff member, the Kiwanis Children’s Fund is ready to bring information and inspiration to club meetings.

# Service Leadership Programs

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

## SERVICE CLUBS

	EST.	MISSION	STATS	NOTES
<b>Aktion Club</b> Adults (18 and older) who have a disability	1987	To provide adults with disabilities an opportunity to develop initiative, leadership skills and to serve their communities.	5,738 members, 564 clubs, 13 nations and geographical areas	Since this is a club for adults with disabilities, be careful not to identify SLPs collectively as “youth programs.”
<b>Circle K International (CKI)</b> Students enrolled in college/ university or equivalent, typically ages 18 and over	1936	To develop college and university students into a global network of responsible citizens and leaders with a lifelong commitment to service.	8,463 members, 580 clubs, 20 nations and geographical areas	CKI is governed by a student board comprised of current members
<b>Key Club</b> Students enrolled in secondary/ high school or equivalent, typically ages 14 –18	1925	Key Club is an international, student-led organization providing its members with opportunities to conduct service, build character and develop leadership.	204,917 members, 5,877 clubs, 45 nations and geographic areas	Key Club is led by a student board of current members.
<b>Builders Club</b> Middle years students, typically ages 11–14	1975	Builders Club is an international, student-led organization providing members with opportunities to perform service, build character and develop leadership.	26,976 members, 1,124 clubs, 21 nations and geographical areas	Currently, Kiwanis tracks the number of clubs worldwide with corresponding estimates of membership numbers.
<b>K-Kids</b> Primary years students, typically ages 6 -11	1990	K-Kids is an international, student-led organization providing members with opportunities to perform service, build character and develop leadership.	22,724 members, 988 clubs, 23 nations and geographical areas	As with Builders Club, Kiwanis tracks the number of clubs worldwide, with corresponding estimates of membership numbers.

Statistics as of 2022



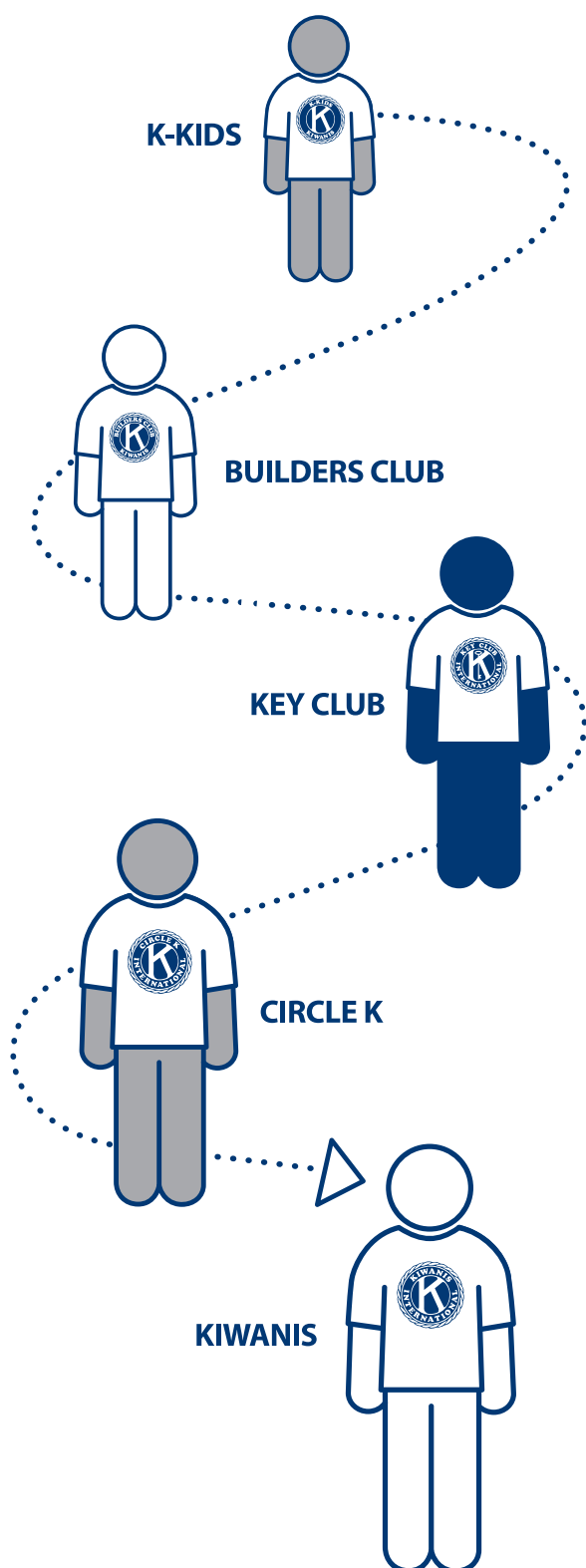
## INITIATIVES

<b>Key Leader</b>	Key Leader is an experiential leadership program for high school and graduating 8th grade students. The curriculum features modules on six principles: leadership, integrity, personal growth, respect, community and pursuit of excellence. The experience includes full group sessions led by a trained facilitator and small discussion groups called “neighborhoods.” A challenge course of team-building activities is also featured. Since 2005, there have been more than 30,000 graduates around the world. A team of Kiwanis district volunteers coordinates marketing and on-site logistics and generates financial support for students to attend. That team is led by a district chair and site coordinator (for each event) appointed by the district governor. For more information visit <a href="http://key-leader.org">key-leader.org</a> .
<b>Terrific Kids</b>	Terrific Kids is a character-building program that recognizes students for modifying their behavior. The program encourages kids to become the best version of themselves. Participants determine what being terrific means to them, then develop their own goals and use peer mentoring to hold themselves accountable for the actions they take each week. When a participant achieves their goal, they’re honored for being a Terrific Kid.
<b>Bring Up Grades (BUG)</b>	Bring Up Grades, or BUG, recognizes elementary students who raise their grades or maintain good grades from one grading period to the next. Students are motivated to excel because they set their own goals and participate in peer mentoring, which involves their classmates in their success. When they reach their goals, the entire class celebrates.



### GLOBAL LEADERSHIP CERTIFICATE

These online courses are based on Key Club's and CKI's core values of fellowship, leadership and service. Students will learn traditional skills as well as in-demand soft skills such as emotional intelligence, empathy, resiliency and more. This program won't just help them stand out as a candidate for colleges/grad school, trade schools or employers — it will also help them become stronger leaders and changemakers.



## SPONSORSHIP OF A SERVICE LEADERSHIP PROGRAM

### The role of the sponsoring Kiwanis club:

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

## SPONSORSHIP OBLIGATIONS

These guidelines will help you powerfully and positively influence the SLP clubs you lead:

1. Appoint a Kiwanian or a committee of Kiwanians to be SLP advisors to ensure that all youth protection policies and training requirements are being met for a safe and secure environment for youth.
2. Attend SLP meetings and events.
3. Maintain an expense line item in the budget to support SLP clubs.
4. Meet with the school principal or facility manager each year.
5. Ensure all dues and fees are paid.
6. Make sure SLP officers receive proper training.
7. Schedule an annual meeting with Kiwanis and SLP leadership.
8. Host or participate in joint activities.
9. Invite SLP club members to attend Kiwanis meetings.
10. Ensure all Kiwanis members chaperoning SLP-sponsored events obtain a clear background check and review the youth protection policy annually.

The guidelines only pertain to sponsored clubs, not programs/initiatives.



# Signature projects

From playgrounds and parks to festivals and fundraisers, signature projects are the hallmarks of what Kiwanis clubs are known for in their communities. They are important for the future of Kiwanis — because they elevate awareness of the organization in local communities, build member loyalty through project engagement, provide high-impact service and maximize community resources. Additionally, signature projects can increase membership and member engagement through high-impact community events. Consider how your club can incorporate potential new members into your next signature project.

To identify a signature project for your club, ask: “What community activity or event is my club known for and does it adequately represent the club?”

## CRITERIA

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

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

## SIGNATURE PROJECT BEST PRACTICES

### Step 1: Choose a project to benefit kids.

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

### Step 2: Bring your project to life.

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

### Step 3: Work with our partners.

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

### Step 4: Get budget-boosting help.

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

### Step 5: Report your success.

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

## ANNUAL SIGNATURE PROJECT CONTEST

Kiwanis International hosts the annual Signature Project Contest to recognize clubs for the creative, engaging and impactful community fundraisers or service projects they conduct on an annual basis. The contest consists of two groups based on club size. The top 10 club projects from each group are selected from the hundreds of entries received annually. The final three in each group receive recognition and awards at the Kiwanis International convention.

## NOTES



# MEMBERSHIP CHAIR



# MEMBERSHIP CHAIR

You were appointed to chair your club's membership committee by your club's president to ensure support for your club and to help it thrive in your community. As chair of the membership committee, your goal is to create a club membership experience that's rewarding for current members and inviting to others.

## RESPONSIBILITIES

You will work with everyone in your club to make their experience enjoyable and attractive to prospective members. You are the face and voice for membership activities in your club.

## SKILLS

- Ability to demonstrate and encourage a positive attitude.
- Aptitude for building an inclusive environment.
- Relationship-building.
- Team-building.
- Confidence as a public speaker.
- Adaptability.

## CHAIR DUTIES

- Meet regularly with committee members and prospective members.
- Set realistic and measurable goals with the committee members and in consultation with the club's board of directors.
- With committee members, develop an action plan for meeting goals, which are then approved by the club's board of directors.
- Conduct the member satisfaction survey and community survey annually.
- Provide regular reports to the club board.
- Clearly communicate the importance of membership efforts to club members.
- Teach others how to invite community members to club events.
- Ensure new members are reported, inducted and oriented promptly.
- Understand the value of hybrid and flexible membership and meeting opportunities.

## COMMITTEE DUTIES

- Plan membership drives and special member events.
- Ensure new members are immediately involved in club activities.
- Execute membership action plan.
- Encourage club members to invite others to meetings and service projects.
- Plan and execute a fun and informative new member orientation program.

## REVIEW

1. Put a star next to the responsibilities and duties your club is doing well.

2. Circle the responsibilities and duties your club is not currently doing.

## Inviting new members

### ESTABLISHING GOALS

Your club president and club board, along with the lieutenant governor, will talk about your club goals. That includes membership. Your membership goals should be determined by the number of people your club wants to reach. Based on that desired impact, set achievable goals — and then celebrate accomplishments.

Kiwanis International honors clubs that have strengthened their membership. Take advantage of the recognition and awards that are available and use them to motivate club members. More information is in the resources section of this guide and at [kiwanis.org/membership](https://www.kiwanis.org/membership).



### MAKING YOUR INVITATION PERSONAL

When you talk to someone about Kiwanis, your goals are to:

- Create relationships, rapport and referrals within the community.
- Discover community goals and needs.
- Invite the people you meet to support Kiwanis.
- Invite the people you meet to join as a member.

Building rapport is more than just what you say — it's how you say it.

- Remember that the meeting is about the guest.
- Look the person in the eye and firmly shake hands (or greet and give your full attention in a virtual environment).
- Show you're genuinely happy to meet him or her.
- Show interest — ask questions and actively listen.
- Mirror the other person's body language. For example, if he or she leans forward, do the same.

Introduce Kiwanis (simply).

- Have fun.
- Tell stories.
- Connect on a personal level.
- Introduce them to other club members.

### THINK ABOUT IT

How many members do you hope to add to your club this year?

How were you originally invited to join Kiwanis?

# Two For Two

## GROWING YOUR CLUB MONTH BY MONTH, PERSON TO PERSON

### Five quick steps to more members and more service:

#### Step 1: Decide to increase your club's impact in the community.

Membership growth is not a one-time campaign or event. It's a continuous club operation. Now is a perfect time to get started on that commitment — or renewing it — to help more kids in the community.

#### Step 2: Download the Two For Two guide.

Just go to [kiwanis.org/twofortwo](http://kiwanis.org/twofortwo). The Two For Two guide is filled with pages of information and ideas: who to approach, how to approach them, ways to identify prospects and more. There are cards to help you follow through on contacts and even some suggested prospects each month. Use the back cover to track your club's progress.

#### Step 3: Spend a club meeting working the plan.

Identify two members to reach out to two prospects for each of the next several months. This way, members will work in pairs. After all, teams are more successful. They support each other and reach more people more rapidly. Refer to the Two For Two guide for help identifying people and personalities your club may be missing.

#### Step 4: Reach out to the prospects.

People are busy, and time is precious. You will be more successful recruiting new Kiwanis members if you make an appointment to talk to them — rather than "cold calling" or simply showing up at their location. Ask for a date and time to discuss the club and its impact on the community.

#### Step 4: Meet with a prospect.

Make sure the prospect understands what Kiwanis is about. Focus on impact. Potential members need to know what you do, how you do it, why the community needs them and where they can immediately fit. Invite them to join your club. The key message: Kiwanis is a global organization of members, clubs and partners who are dedicated to improving the world one child and one community at a time.

*Find more resources and tools for club strengthening at [kiwanis.org/twofortwo](http://kiwanis.org/twofortwo).*

#### Recognize with a Ruby K

For every five new members a current member sponsors, reward them with a Ruby K pin. Ruby K pins are available at no cost and can be requested at [kiwanis.org/rubykaward](http://kiwanis.org/rubykaward). Hold a friendly competition among members to see who can sport the most Ruby Ks.



# Focus on recruitment

## TIPS TO REJUVENATE YOUR CLUB

- Remind members that, while your club may have a special group tasked with inviting more community-minded friends to check out Kiwanis, **everyone serves on the Membership Committee!**
- Rather than appointing a membership Committee Chair, think about appointing a **Membership Committee Pair**, with one member heading up member recruitment and engagement while the other focuses on retention.
- Make sure your club has a **membership application posted on your website**, so those who are techno-savvy can easily act on their interest in joining Kiwanis; you may also want to look into using PayPal or doing electronic fund transfers to accept dues, since fewer people carry checkbooks these days.
- Make sure your club president reinforces on a regular basis the importance for all members to invite like-minded friends to be **guests for service projects and club meetings**. ("A club meeting or service project without a guest is a failure!") We will not add new members unless we invite them to sample our product and catch our excitement.
- As you seek to invite more community-minded friends to check out Kiwanis, make sure you research your area's population in terms of **diversity** and seek to make sure your club is reflective of it.
- Consider organizing a one or two-day **membership recruitment boost**, utilizing the same methodologies employed to open a new club (conducting online research; setting appointments with key local education and government officials, as well as civic leaders; making cold calls on area businesses; etc.).
- Once you learn that a guest is planning to attend your club meeting, search and connect with that person on **LinkedIn** prior to greeting them, and then ask club officers to do the same after the meeting.
- Check around and determine if there are **entrepreneurial "incubator" common hub spaces** in your community where young professionals gather to share ideas and resources; make sure to talk to the scheduler to see if you can speak to a group of them about community service opportunities and leave behind membership-related print materials.
- Establish an **annual community service mixer** for members of various groups targeting young professionals (emerging leaders) within your geographic area, so they can mix-and-mingle with other like-minded friends; this should be a great opportunity to invite them to check out Kiwanis.
- Be sure you are providing every featured speaker and guest with information about your club and Kiwanis membership during your club meetings.
- Scan local business news resources and think about **inviting owners** of recently-opened businesses and **new nonprofit executives** to attend one of your club meetings, allowing them to make a two-minute plug (and make sure you provide them with club and Kiwanis membership information).
- Consider adding a **club satellite** group of members who might need to meet during a different time of day, with one or two of your club members acting as liaisons; these satellite members can band together with members of your club to carry out service projects even though they meet on a different date, at another time and place.
- Stay in touch with members who may have resigned to parent their parents, assist with their kids' activities or got bogged down in switching jobs; these 'retreads' have already shown that they care about our mission, and once they get their work/life more balanced, they may be willing to 'rejoin' your club.
- If you learn of area Kiwanis clubs that choose to fold, reach out to their members and see if they might like to transfer their membership to your club.
- As **assisted-living facilities and retirement communities** pop up within your geographic area, schedule an appointment with their leadership teams and let them know how their residents might benefit from forming a club satellite to band together with members of your club on local service projects.

# Flexible memberships

## CLUB SATELLITE MEMBERS

How it works:

- Both groups establish the guidelines of the relationship, with someone from both groups serving as liaisons with the other.
- The host club's board authorizes service and fundraising activities and maintains financial oversight.
- By retaining affiliation with the parent club, members of a satellite remain focused on service rather than administrative concerns — making it a great option for busy lifestyles.
- Satellite members enjoy the benefits of Kiwanis, including elected positions, attendance at conventions, Kiwanis magazine and insurance coverage.
- If a satellite group reaches 15 members or more, it can consider petitioning for its own charter.

## CORPORATE MEMBERSHIPS

How it works:

- The organization joins the club as a member, following the usual process.
- The company is represented at meetings and events by a designated employee.
- If the designated employee changes jobs, a new employee can be designated to take his or her place without being charged a new member fee.
- This option is also ideal for nonprofit entities that have an interest in helping children and bettering the community.

### REVIEW

List 3-5 companies that might be good candidates for corporate memberships:

## SERVICE LEADERSHIP PROGRAMS ALUMNI

As Key Club and Circle K International members graduate, Kiwanis has made it as simple as possible for these Kiwanis family members to join your club. As alumni joining **their first** Kiwanis club, they receive:

- A waiver of the Kiwanis International new-member fee or charter member fee.
- A two-year waiver of Kiwanis International dues. (Ask district leaders whether your district offers any alumni dues waivers.)

These waivers encourage alumni to stay involved with the organization they already know so well. They can be recent or well-seasoned alumni — there's no age limit to benefit from the opportunity. The waivers are available only to new Kiwanis club members.

### REVIEW

Are you using the Service Leadership Programs dues waiver as a recruitment tool?

# Other ways of reaching out

## GUEST CONTESTS

A good competition can inspire great action. Some clubs have created teams and “competed” against each other. Others made it a contest for individual recognition. But the best results come from something that can be tracked and easily displayed. Reward members who invite people to club activities as well as those who sponsor new members.

## SPECIAL GUEST DAYS

Identify an upcoming meeting or service project that reflects what’s important to your club — and highlights the best of what you do. Intentionally make the effort to invite potential members to experience what Kiwanis is all about.

## LEADS FROM “FIND A CLUB”

Did you know that the “Find a club” locator map on [kiwanis.org](http://kiwanis.org) garners about 5,000 queries every year from around the world? If you receive one of these queries by email, follow up right away. This person is looking for a group like your club to be a part of.

## ROSTER ANALYSIS

When looking for new members, consider your current club roster. By completing a roster analysis, your committee can identify occupations and skill sets that aren’t represented in your current roster and develop a prospect list. A worksheet is available at [kiwanis.org/clubstrengthening](http://kiwanis.org/clubstrengthening).

## SOCIAL MEDIA

Advertising on social media can attract attention to Kiwanis clubs. But attention doesn’t always equal membership growth. A person who expresses interest in Kiwanis needs to be guided into membership. Potential members, partners and donors are fact-finding — and deciding whether your club is worth their personal investment. They’ll send comments and questions to your Facebook page and will expect an answer almost instantaneously. Respond immediately, and provide the information they’re seeking. Don’t just refer them to another source: Help them make sense of your club, its projects and its contributions to the community.

### REVIEW

How does your club typically get new members?

Brainstorm new ways you could add new members to your club.

What strategies and resources are available for inviting new members into your club?



# Engaging and retaining members

## NEW MEMBER ORIENTATION

New members need to feel valued and appreciated from day one.

It's best to begin new member orientation before a prospective member joins so they understand the vision of the club and the responsibilities of membership — but it needs to be completed within two weeks after officially joining. Orientation is an opportunity to help new members understand your Kiwanis club. And it's a way for your club to learn about their interests and skills.

An orientation guide is available to download at [kiwanis.org/club-toolbox](http://kiwanis.org/club-toolbox). Be sure to customize this resource so it reflects your club and its traditions.

## MENTORING

By pairing new members with mentors, you're giving them a go-to person for any questions — and a familiar face to sit with at meetings until they feel comfortable interacting with everyone. Their mentors may be their sponsors or someone they just met. Mentors can help new members connect their interests with club activities.

### REVIEW

Which members may be great mentors?

## NEW MEMBER INVOLVEMENT

Once a new member is ready, it's time to get that person involved.

- **Show them they're needed.** Assigning new members to committees can help engage their talents and interests. And by giving them a simple task connected to a meeting or project, they'll immediately feel like part of the team.
- **Expand their Kiwanis networking connections.** Consider taking a new member to visit a nearby club's meeting or participate in their service project. Invite them to attend a division council meeting so they can meet more Kiwanians in their area. Make them feel comfortable — so they are more likely to attend a district or international convention.
- **Ask for their feedback.** After new members are inducted, consider asking some of them to meet casually with board members. A new person's input can provide a different perspective:
  - ♦ What has the club done to make you feel welcomed?
  - ♦ What made you decide to join a Kiwanis club?
  - ♦ Was there anything that someone said or showed you that made you feel good about joining?
  - ♦ What are you most excited about doing with your club?
  - ♦ What are the ways in which you are passionate about serving your community?

### REVIEW

How do you engage your new members early on?

## EXISTING MEMBERS

Kiwanis clubs often lose people who don't feel engaged in club activities. Make an effort to find out why — and to re-engage them.

- Review the club roster to identify members who have become inactive.
- Assign club members to contact “missing” members.
- Contact members by phone or with a personal visit to tell them what’s happening and invite them to the next event.
- Conduct a fun meeting to celebrate the club’s members and accomplishments.

Sometimes you can feel the lack of energy when you walk into the room. If this describes your club, it’s time to find out why. Start by surveying your members with the **Measuring member satisfaction\*** tool. This is a simple way to give members a voice — and to give club leaders the information they need to make meaningful change.

### TIP

If a member hasn’t paid their dues, participated in a service project or attended a meeting during the first quarter, you need to find a way to get them re-engaged.

### REVIEW

What strategies and resources are available for retaining current members?



\* One of several Achieving Club Excellence tools available online at [kiwanis.org/acetools](http://kiwanis.org/acetools).

## CLUB MEETINGS

In most circumstances, the club meeting is the most frequent opportunity to connect with fellow members. So let's make club meetings awesome. Here are some tips:

- **Always start and end on time.** People depend on it.
- **Provide an agenda.** Meetings don't have to be routine, but knowing what to expect is helpful for the busy member.
- **Include some fun.** It's OK to be less formal as long as everyone is having a good time.
- **Include some service.** Consider performing a service project during your club meeting time.
- **Make it matter.** Ensure club meeting topics are relevant to your members and reflect well on the culture the club is trying to create.
- **Make it relevant.** Keep meetings member-focused.

When possible, invite members of your club's sponsored Service Leadership Program(s) to attend a meeting.

## ANNUAL AND OCCASIONAL ASSESSMENTS

An important part of the membership committee's role is to work with the club board to conduct regular assessments. Get input from club members, board members and community leaders. Then use that input to:

- Analyze your impact on the community.
- Find unmet needs in your area.
- Develop a signature service project or fundraiser.
- Expand your club's partnerships.
- Improve the club members' experience.
- Create a detailed plan to achieve goals.
- Celebrate your accomplishments.

Achieving Club Excellence tools are available to guide you through assessments. You can find them at [kiwanis.org/acetools](http://kiwanis.org/acetools).

## RECOGNITION AND REWARDS

A club's ability to motivate and retain members depends on its ability to provide personal value with membership. For some, the benefit of a job well done is rewarding enough. For others, a little acknowledgment is important. Here are some guidelines for recognition:

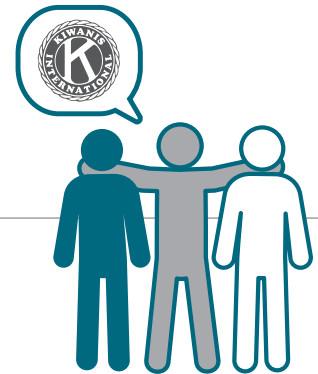
- **Share it.** Tell others how much you appreciate someone's contributions to the club, and how glad you are that he or she is a member. Consider creating a Kiwanis certificate of appreciation and presenting it during a meeting.
- **Shake it up.** Vary your approach. Write notes, say "thank you," provide spontaneous treats, or hold a formal dinner or awards ceremony.
- **Personalize it.** Knowing your members' interests will help you recognize them in a meaningful way.
- **Make it appropriate.** Match the level of gratitude to the effort or achievement.
- **Make it a priority.** Designate a member of your club to focus on consistent and frequent recognition, and encourage all members to consistently identify what others have done to make the club better.
- **Be consistent.** Regular recognition, such as a Member of the Year award, helps ensure that members' big-picture contributions to the club's success are recognized too.
- **Be timely.** Recognition has a greater impact when given soon after the member's contribution.
- **Be sincere.** When you recognize a member, take time to truly reflect on that person's value to the club.
- **Spread it.** Find ways to let your members' family know how much you appreciate their support and encouragement.



## REVIEW

How do you recognize your members? Do you reward them for their dedication to Kiwanis?

Brainstorm ways you could improve your club's recognition and rewards.



## Focus on retention

### TIPS TO REJUVENATE YOUR CLUB

- Survey your members, at least annually, and always solicit feedback about your club's effectiveness; survey community leaders to ensure the relevancy of club service projects.
- Devise a brief and memorable "elevator speech" sharing service projects, scholarship programs and SLP's your club sponsors, and ask various members to try it out during one of your meetings.
- Ask a retired member to place phone calls to every member of your club on their respective birthdays.
- Design an e-card to send Kiwanis anniversary greetings to members to celebrate the day they joined Kiwanis.
- Consider keeping names of your members' children and then sending them a Thanksgiving card in appreciation of 'loaning out' their parents to participate in Kiwanis activities...and thank the spouses of club officers as well.
- As Mother's Day and Father's Day approaches, design a club meeting program that will appeal to your members' children and invite them to attend, so you can thank them for 'loaning out' their parents to participate in Kiwanis and help other kids in your community.
- Consider declaring "Kiwanis Amnesty Day" on January 21 and October 1 of each year, getting the word out to all club members that they should not feel guilty if life challenges have prevented them from being as active as they wish they could be.
- Take a good, hard look at the featured speakers on deck to make presentations at upcoming club meetings and reach out to members who haven't attended in a while if there is a connection to their profession or interests.
- On a quarterly basis, conduct quick and easy service projects meeting (such as signing holiday cards for military families) during your club meetings; they will remind those who aren't all that involved in your signature service project that they can still contribute in smaller ways throughout the year and will increase odds that they will renew their membership.
- If a club member passes away, ask the surviving spouse if you may add them and/or other family members to your newsletter distribution list; you may want to consider adding the surviving spouse as an Honorary Member.
- Establish an annual "Kiwanis Celebration of Service Leadership" program each spring, inviting

officers of SLP's your club sponsors to attend; have representatives of each SLP participate in a panel discussion where they share observations from the previous year.

- In tandem with Memorial Day, Flag Day, Fourth of July and/or Veterans Day, add in **special recognition** of club members **who have served in the military** during your meeting.
- To modernize club meetings, play **YouTube videos of kids singing patriotic songs** during your meeting rituals.
- To modernize your club meetings, consider taking photos of the banner patches your club earns and including them in a looping PowerPoint presentation that plays while members and guests are arriving, interspersed with facts about your service projects and community impact.
- Establish a special "I Love Kiwanis" meeting near **Valentine's Day** and encourage members to invite their spouses/partners, so they can learn more about Kiwanis; ask members to share testimonials about what your club means to them, to children and youth, and to your community.

- Ask members to furnish both work and home email addresses; while most prefer notices be sent to work email, it's nice to copy the home email when sending out social event invitations and year-end fundraising appeals.
- Consider hosting an **annual social event** (perhaps a fundraiser or special luncheon) that **honors the past presidents of your club**, making sure that spouses/partners are invited to attend; this will be an opportunity to remind them of all your club is doing to benefit your community, and may open the door to increased financial support and possibly a planned gift.
- In planning club meetings and special events, be sensitive to differing religious beliefs, political affiliations and dietary restrictions.
- When approaching members who haven't paid their annual dues, ask the member who sponsored them into Kiwanis to call them and persuade them to pay up.

## Increasing the club's visibility

### PUBLIC AWARENESS

Do the people in your community know about your club? Use the Public relations toolkit for club strengthening on [kiwanis.org](http://kiwanis.org) to let people know that your club is part of the community — and made up of people who live there.

Kiwanis communications resources include key messages, logos and images, news release templates and other media tools. Use them to spread the word about your club's service and fundraising. They're all available at [kiwanis.org/brand](http://kiwanis.org/brand).

#### REVIEW

Does your club have a custom logo similar to this example?



**Kiwanis**  
CLUB OF INVERNESS

### BRANDING

An organization creates brand awareness through consistent use of the images and language associated with it. The same is true for your club and Kiwanis.

Feel free to liven up a sign or a shirt with some creativity — but keep the logo and wordmark true to their original design to protect the brand's consistency. If possible, make sure your podium has a properly branded sign with your club's logo so anyone taking photos can capture it.

And remember: When members proudly wear Kiwanis-branded shirts during club service projects and fundraising activities, that sends a strong message to the public — and creates great opportunities for photos that keep sending that message after the event.

# Focus on relevancy

## TIPS TO REJUVENATE YOUR CLUB

- When you speak with others outside your club, stick “Kiwanis” in front of every service project, scholarship program and SLP you sponsor, so Kiwanis is always credited for making things happen in your community.
- As club leaders make plans and goals for the year ahead, take advantage of **Kiwanis’ Achieving Club Excellence (ACE)** tools to help ensure that your programs and service projects remain relevant with community needs; these reference materials are also helpful in establishing and/or revising your club’s strategic plan.
- Ask your SLP-connected schools to list your club as a **community partner on their web site** and see whether you can contribute articles about the SLP’s service projects for the school district’s newsletter.
- Ask the schools your club partners with on SLP’s to consider adding an annual “**Kiwanis Community Service Award**” honoring students in the corresponding grades who have made big contributions to help others.
- Purchase a **large, dry-erasable check** to make a big deal out of grants your club/foundation makes to local school and other community-minded organizations.
- Establish an annual “**Kiwanis Spotlight on Children & Youth Summit**,” serving as the convening group for a panel discussion spotlighting various youth-oriented organizations; the ‘rub-off’ effect will help position Kiwanis as a leader in your community.
- Seek **free publicity** about your club by contacting various weekly free publications distributed in local stores.
- Establish an annual, division-wide “Kiwanis Celebration of Community Betterment” by combining forces with Club Presidents and Membership Chairs, Lieutenant Governors and their counterparts in Key Club and Circle K to host a community-oriented, membership-focused open house.
- Add youth-serving nonprofits, local government and educational institutions to your **newsletter distribution list**.
- Establish a **Facebook** group page for your club members, and post photos from meetings and service projects (Instagram and Snapshot may also be good vehicles for promoting your club).
- Consider purchasing a **large step-and-repeat banner** (with Kiwanis logos interspersed on it) to utilize as an official backdrop for all of your club’s special events and presentations; by using it you will be guaranteed that all photos include your club’s name and Kiwanis logo.
- Make sure you **post regular meetings, special events and service projects** on the various community calendars made available by print and electronic media outlets.
- Consider appointing a **Club Archivist** to remind members of the great accomplishments they have made in the past and are currently doing to make a difference in your community.
- Consider **sponsoring one of our SLPs**, as the involvement with K-family kids can energize your club (there are also several Key Clubs and Circle K chapters that are “orphaned”).
- Hold a candle-lighting ceremony at the end of the calendar year in memory of those club members who passed away during the past year; research obituaries to find local family members and invite them to attend (they may even be interested in joining as a legacy member).
- Consider asking longtime SLP faculty advisors to be **honorary members** of your club; since they wouldn’t be paying dues, they may be willing to attend more meetings and share SLP insights with other members.
- If your club is conducting a weekend service project to plant trees or beautify your town, ask your members to bring their kids along, so they can catch a glimpse of what Kiwanis is all about; make sure to include your club’s SLP youth participants, too.
- Make sure that you are keeping your club’s web site current, with plenty of **photos and testimonials** from members and people your club has impacted out in your community.



# Membership chair annual checklist

## PRIOR TO YOUR YEAR

- Work with club president to conduct a members' survey.
- Meet with the secretary to discuss why members left the past year.
- Meet with service chair to discuss number of additional members needed to achieve service goals.
- Meet with PR/Marketing chair to discuss plans for the upcoming chair.
- Recruit members for committee.
- Review new member orientation and making any adjustments or changes needed.
- Create a plan for the year in conjunction with your committee, based upon the goals and needs of the club.
- Present training to members on how to talk about Kiwanis to potential members – consult with the club president to make practice an ongoing event at meetings.
- Order membership application and club brochures.

## THROUGHOUT THE KIWANIS YEAR

- All members are provided new member orientation – to be conducted prior to actual joining is preferred.
- Follow-up on all leads for new members.
- Do exit interviews with all members to determine why they are leaving the club.
- Work with club leadership to provide a strong Kiwanis experience for all members.

- Encourage all members to invite prospective members to club events.
- Keep all prospective member information in stock to share.
- Follow-up with members not attending, to determine how to keep them involved in the club.
- Ongoing recognition of member accomplishments and important life events.
- Send new member information and money to Kiwanis International immediately.
- Conduct induction ceremony for all new members.

## OCTOBER-DECEMBER

- Provide Kiwanis education to all club members at a club meeting.
- Plan a social event over the holidays. Take the time to ensure members all know each other and feel a part of the club.
- Follow up after the event with Thank You notes to all who attended, include an invitation to join the club for an upcoming service event.

## JANUARY-MARCH

- Work with your Service Leadership Program advisors to hold joint events with your program members and their parents or guardians. Use this celebration of partnership and support to also encourage others to join your club. This could be installations of officers, scholarship awards, or joint service projects.
- Continue to follow up with all people who have shown interest

in more club involvement.

- Take the opportunity on or around the Kiwanis birthday to plan a large fun, fellowship and recognition event to celebrate your members and their contribution to the community. Invite past members, supports and partners to celebrate the club's impact and successes.

## APRIL-JUNE

- Work with your service chair to start planning for a large service project to use as a membership event.
- Get all members to recommend the names of people who would be good members for your club.
- Use the Hosting a Membership Event to plan the event.
- Prepare the club for the event.
- Follow up from event to ensure all interested parties join the club.
- Begin working with your successor so that they can be prepared for their year.

## JULY-SEPTEMBER

- Make follow-up calls or have in-person conversations with people who have shown interest in the club to see if you can get them to join before the end of the year.
- Have in-person conversations with any members who may be thinking of dropping their membership to try to keep them involved.
- Conduct a membership contest amongst the membership to bring in more new members.

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