

LEADERSHIP GUIDE



THIS BOOK BELONGS TO

MY CLUB

MY ROLE

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

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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.



Your club's strategic plan

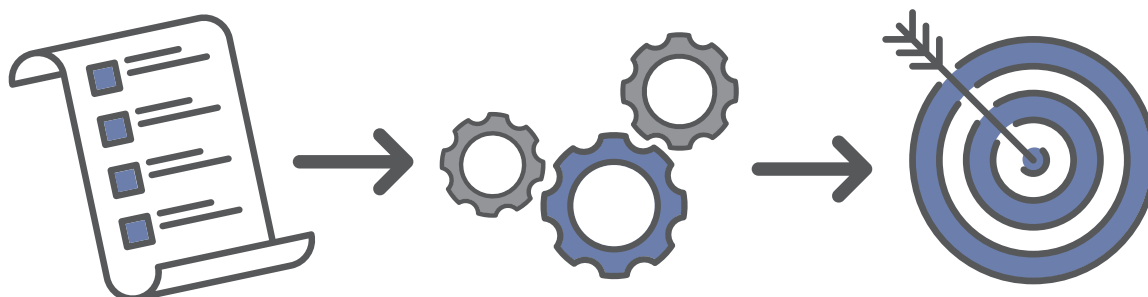
Your club should have a strategic plan in place, but it is important to revisit and revise it over time. Creating or revising your club's strategic plan is a group effort. Your club officers, board of directors and a few committed members need to work together to create a plan that will help your club 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?

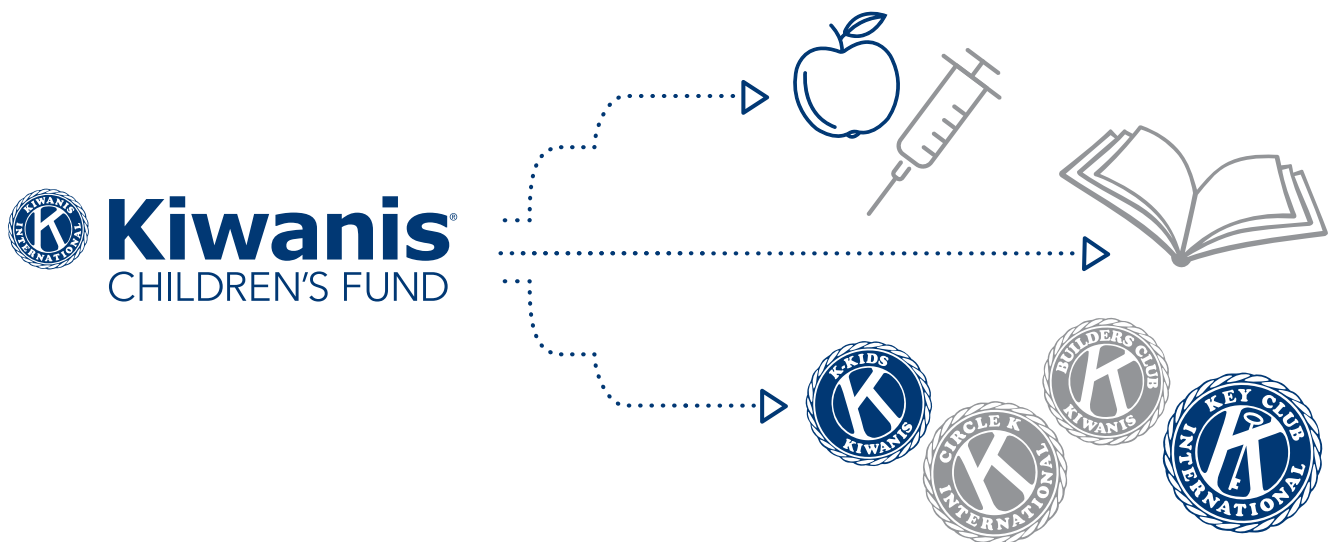
Kiwanis Children's Fund

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
Aktion Club 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.”
Circle K International (CKI) 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
Key Club 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.
Builders Club 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.
K-Kids 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

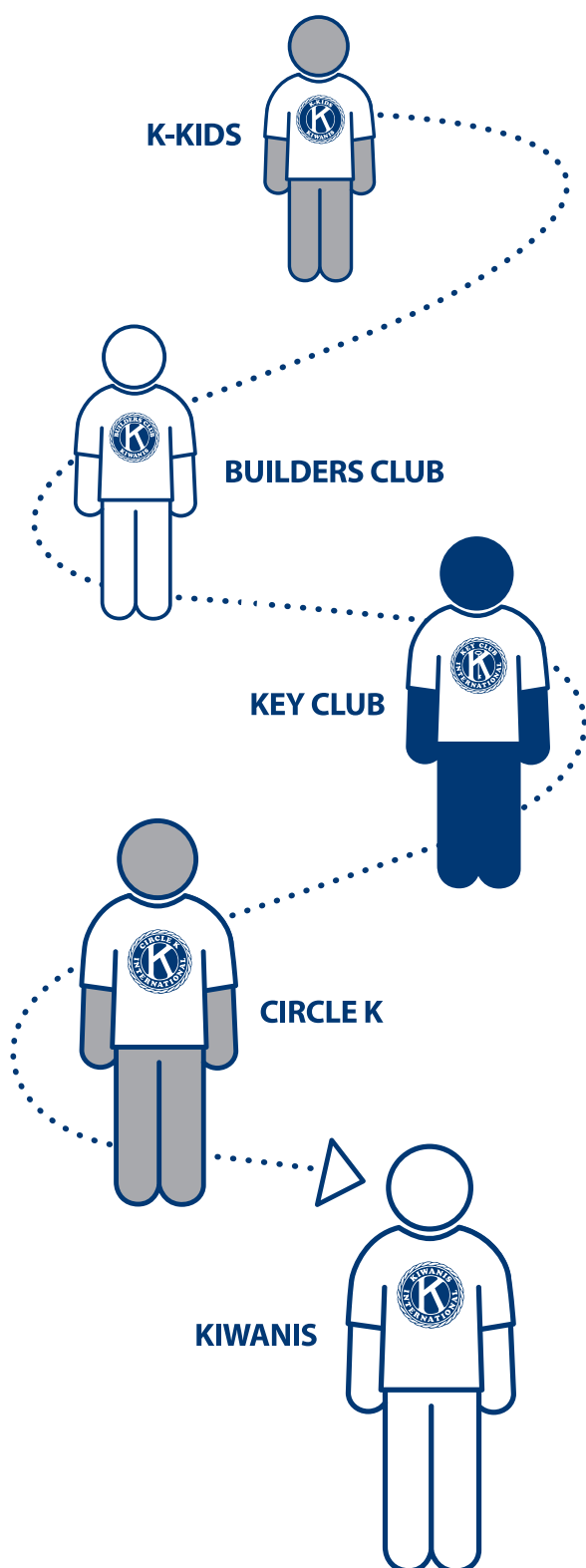
INITIATIVES

Key Leader	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 key-leader.org .
Terrific Kids	Terrific Kids is a character-building program that recognizes students for modifying their behavior. The program encourages kids to become the best version of themselves. Participants determine what being terrific means to them, then develop their own goals and use peer mentoring to hold themselves accountable for the actions they take each week. When a participant achieves their goal, they’re honored for being a Terrific Kid.
Bring Up Grades (BUG)	Bring Up Grades, or BUG, recognizes elementary students who raise their grades or maintain good grades from one grading period to the next. Students are motivated to excel because they set their own goals and participate in peer mentoring, which involves their classmates in their success. When they reach their goals, the entire class celebrates.



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.

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



SECRETARY

SECRETARY

Your diligence and passion inspired your fellow Kiwanians to give you one of the club's most important jobs. By maintaining accurate club and membership records, keeping official meeting minutes and making connections in the community, you'll keep your club informed and engaged. The information you submit will reflect the relative health and vibrancy of your club. Your club's leadership team will be stronger and more efficient, thanks to your communication skills and attention to detail.

RESPONSIBILITIES

The club secretary ensures club operations run efficiently and manages many of the details that make the club experience great. The secretary works closely with the president and board of directors and is responsible for the management of all club records. As an officer of the club and a member of the board of directors, the club secretary can participate in all board discussions and vote on any question put to vote by the presiding officer. Club secretaries will find a list of resources at kiwanis.org/for-leaders/clubsecretary.

SKILLS

- Willingness to learn necessary technology and use Kiwanis online reporting systems.
- Ability to discern and summarize action items and key points from meetings.
- Organized.
- Deadline-driven.
- Effective communicator.

DUTIES

- Manage and maintain club and membership records online.
- Maintain club's permanent files.
- Keep minutes of club and board meetings.
- Act as official contact for all club mail correspondence.
- Collect all communications and distribute as appropriate.
- Submit all official reports required by Kiwanis International, the district and the club.
- Perform other duties as may be assigned by the president or board.
- Fulfill all other duties documented in the Standard Form for Club Bylaws.

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.

If you are struggling with any of the outlined duties, please reference kiwanis.org/for-leaders/clubsecretary.

Files to be maintained by the secretary

- All correspondence.
- Convention information for the district and Kiwanis International.
- Service Leadership Programs documents and communications.

REVIEW

Where are these files located?

Who else has access to them?

PERMANENT FILES TO BE MAINTAINED BY THE SECRETARY

These files contain records to be passed on to the succeeding secretary or the custodian of the club's permanent records.

- Board meeting minutes.
- Canceled checks (seven years).
- Club newsletters.
- Club meeting minutes.
- Financial records and reports.
- Background checks of Kiwanis advisors (seven years).
- Historic information and materials.
- Invoices.
- Recognitions such as:
 - ♦ Legion of Honor.
 - ♦ Ruby K.
 - ♦ Life member.
 - ♦ Significant donations.
- Lists of officers, directors and committees for each year.
- Official documents related to club organization and incorporation.
- Official documents related to club foundation, if applicable.
- Other items of historical significance.

Kiwanis International's online reporting system tracks many permanent records for your club, but this system has just been introduced in recent years. Be sure you have the last seven years of records in your files either electronically or in print.

- Annual club reports of past years.
- Club bylaws.
- Former members' entry and deletion dates.
- Life Member Status recipients.
- Membership payment of fees and dues.
- Membership: current roster and biographical information.
- Membership records for current members (Kiwanis International forms).
- Annual billing reports.

Kiwanis online reporting

The online reporting platform allows club secretaries to streamline administrative tasks for the club, district and Kiwanis International. Here are some of the benefits of using it.

- Submit nearly everything directly from your computer — no paper forms to mail, no postage to purchase.
- Add and save information for the monthly report as it occurs.
- Submit your monthly and annual reports easily.
- Edit information in prior months' reports easily.
- Look back at previous reports at any time.
- Compile monthly reports into a comprehensive year-end report.
- Automatically send reports to club leaders, your district leadership team, Kiwanis International and others you include on your email list.
- Update your club roster in real time by adding new members, deleting members and updating current member information. Data is synced with Kiwanis International's records.
- Give districts access to up-to-date information about club membership trends, websites, and meeting time, days and locations.
- Submit your club's voting delegates for Kiwanis International convention.
- Update club meeting time and location as well as signature project information that's shared with potential new members via the Find a Club locator map on Kiwanis.org and in the printed annual directory.
- Report your club elections results to immediately give those members access to resources.
- See your club's Service Leadership Programs, their current status and the confirmation that background checks have been completed for members involved with those programs.
- Update names and email addresses of any club members serving as SLP advisors.

Certain areas of online reporting are currently available in English, French, Dutch, Norwegian, Icelandic, Japanese, Mandarin and Spanish and are being used in North America, Australia, New Zealand-South Pacific, Philippine Luzon and Malaysia.

THINK ABOUT IT

Are you consistently completing or submitting your monthly club report?

DID YOU KNOW?

The information in your report is accessible to your governor and lieutenant governor.

Club bylaws

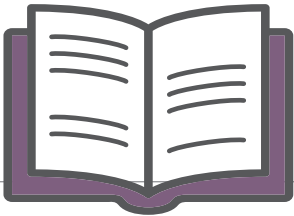
The Standard Form for Club Bylaws is submitted online by the club secretary or club president. The link to submit (and links for information and resources) is at kiwanis.org/kiwanis-club-bylaws-member. (On that page, click to read the frequently asked questions for answers to common questions regarding the process before you start.)

To access the club bylaws, log in to Kiwanis club management or go through the Kiwanis website at kiwanis.org/login.

A PDF copy of the bylaws and policies template has been provided for review and discussion by your club — but note that all submissions should be made through the online Club Bylaws Management Center. As you proceed through the steps online, feel free to edit, save and return to the form as needed. Once all updates have been made as directed by club membership, complete and submit the online form.

THINK ABOUT IT

When did your club last review its bylaws?



Staying organized

Although some things are considered optional or recommended, a few documents are required by either Kiwanis International or your local government to protect your club charter.

REQUIRED FORMS

Monthly report form	Submit to Kiwanis International by the 10th of every month (i.e., October monthly report due on November 10).
Membership reporting for annual dues billing	Update your roster throughout the year, adding and deleting members as necessary. Clubs are given until October 10 to delete any members for which they should not be billed annual dues. Check your roster for updates on club member contact information quarterly.
990, 990-N or 990-EZ form (U.S. clubs only)	File with the IRS by February 15. The 990 form allows your club to maintain its tax-exempt status. Get instructions and links at kiwanis.org/form990 .
Annual report of club elections	Submit to the Kiwanis International Office electronically using the Secretary Dashboard by June 1.

OPTIONAL FORMS

Proposed amendments and resolutions to the Kiwanis International Bylaws	Submit your proposal in writing to the Kiwanis International Office by October 31 for consideration at the upcoming Kiwanis International Convention House of Delegates.
Delegate certification forms	File the delegate certification form by April 30 if your club plans to send one or more delegates to the Kiwanis International Convention. Delegate certification forms for your district convention also have deadlines. Check with your district leaders or the district website.

IMPORTANT DUE DATES

10th of every month	Monthly club report due to the Kiwanis International.
October 1	Your first day in office.
October 1	Approval of club budget due.
October 10	Updated club roster due.
October 31	Deadline for any club to submit proposed amendments and resolutions to the Kiwanis International Bylaws to be presented at the next Kiwanis International convention.
February 15	Deadline for U.S. clubs to submit the 990-tax form to the IRS.
April 30	Delegate certification form for the next Kiwanis International convention due.
June 1	Annual report of club election due.

MONTHLY CHECKLIST

The months before you take office are a good time to get acclimated to your new role. During this time, work in conjunction with the current club secretary to ensure a smooth transition. Also consult the monthly tasklist at kiwanis.org/clubsecretary.

NOTES



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