

# LEADERSHIP GUIDE



# THIS BOOK BELONGS TO

---

# MY CLUB

---

# MY ROLE

---

---

---

# MY GOAL

---

---

---

**INTRODUCTION . . . . . 2**

**KIWANIS 101 . . . . . 3**

Kiwanis International’s strategic plan . . . . . 5  
Kiwanis leadership. . . . . 6  
Your club’s strategic plan. . . . . 6  
Kiwanis Children’s Fund . . . . . 7  
Possibility Project . . . . . 8  
Grant requirements . . . . . 9  
Service Leadership Programs . . . . . 10  
Signature projects . . . . . 13

**PRESIDENT . . . . . 15**

What do I do as Kiwanis club president? . . . . . 17  
Club committees and their leadership . . . . . 19  
Club president’s planning conference . . . . . 21  
Club president-elect and vice president . . . . . 22  
Board of directors . . . . . 24  
Installations and inductions . . . . . 27  
Club meetings . . . . . 30

**SECRETARY . . . . . 33**

Kiwanis online reporting. . . . . 36  
Club bylaws . . . . . 37  
Staying organized . . . . . 37

**TREASURER. . . . . 39**

Member dues. . . . . 41  
Dues invoicing process. . . . . 43  
Club accounts. . . . . 45  
Budget process. . . . . 46  
How the Kiwanis Children’s Fund supports you . . . 48  
For U.S. clubs only . . . . . 49

**MEMBERSHIP CHAIR. . . . . 53**

Inviting new members . . . . . 55  
Create your club’s membership journey . . . . . 56  
Focus on recruitment. . . . . 58  
Flexible memberships . . . . . 59  
Other ways of reaching out . . . . . 60  
Engaging and retaining members . . . . . 61  
Focus on retention . . . . . 65  
Increasing the club’s visibility . . . . . 66  
Focus on relevancy . . . . . 67

**RESOURCES. . . . . 69**

Awards and recognition programs . . . . . 70  
Insurance . . . . . 71  
Branding and public awareness . . . . . 72  
Kiwanis International’s governing documents . . . 72  
Club status. . . . . 72  
Reports, verifications and forms for the  
administrative year. . . . . 74  
Kiwanis Youth Protection Policies and Procedures 76

# TABLE OF CONTENTS

# 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 written with traditional Kiwanis clubs in mind, including those that hold regular in-person meetings and follow standard officer structures. However, Kiwanis clubs come in many forms. Internet-based clubs, club satellites, young professionals clubs and small clubs with limited membership may operate differently.

If your club uses a nontraditional format — or if your club is small and needs to adapt responsibilities to fit the capacity of your members — feel free to modify this guide to match your reality. Start with what works for your current size and culture. As your membership grows, you may be able to expand roles, add committees or adopt more structured processes. The goal is to build systems that support your club now while leaving room to grow stronger in the future.





# KIWANIS 101

# KIWANIS 101

Kiwanis International was founded on January 21, 1915, in Detroit, Michigan, by a small group of businessmen who soon discovered that their greatest impact came not from networking, but from serving their communities. By 1919, the organization formally adopted service as its mission, beginning a legacy that would grow across the world and inspire the creation of Service Leadership Programs such as Key Club, Circle K International, Builders Club, K-Kids and Aktion Club. Together, these clubs form a global family focused on developing leaders and improving the lives of children.

For more than a century, Kiwanis has created opportunities for children to be curious, safe and healthy — regardless of where they live. Kids need Kiwanis, and Kiwanis members respond by giving their time generously, using their creativity to solve problems and pouring passion into projects that help children learn, experience, dream, grow, succeed and thrive. Guided by a commitment to meaningful service and strengthened by the joy of working together, Kiwanis clubs continue to make a lasting difference in communities around the world. For more information, visit [kiwanis.org/mission-and-values](https://www.kiwanis.org/mission-and-values).

## 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

**The Kiwanis Objects represent the “why” behind every meaningful action your club takes.**

**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 strategic 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

A Kiwanis club should maintain an active strategic plan, recognizing that it is not a document created once and then forgotten. Instead, an effective plan is reviewed and updated regularly to support the club's long-term success. Developing or revising this plan should be a collaborative process involving officers, board members and several engaged club members. The strategic planning committee should represent diverse backgrounds, experiences, and perspectives to ensure that the plan reflects the needs and strengths of the entire club.

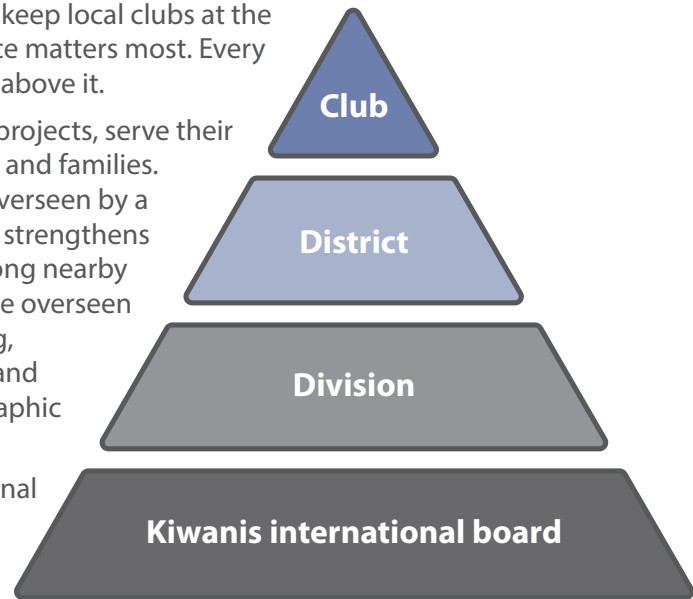
All goals established by the club should connect directly to the strategic plan. This alignment helps maintain focus, reduces unnecessary work, and ensures progress toward the club's broader mission. In addition, a club's strategic plan should be consistent with the strategic plans of both the district and Kiwanis International. Aligning these documents ensures that the club's direction supports the wider goals and priorities of the global organization. Visit [kiwanis.org/president](http://kiwanis.org/president) for a fillable resource.

## Kiwanis leadership

Kiwanis is built on a pyramid structure designed to keep local clubs at the top, where service happens and member experience matters most. Every level of the organization exists to support the level above it.

At the top are Kiwanis clubs, where members plan projects, serve their communities and make a direct impact on children and families. Directly beneath the clubs are the divisions, each overseen by a lieutenant governor who supports club presidents, strengthens communication and encourages collaboration among nearby clubs. Below the divisions are the districts, which are overseen by an elected district governor and provide training, leadership development, administrative guidance and expanded resources for clubs across a larger geographic region.

At the base of the pyramid is the Kiwanis International Board of Trustees, which provides global vision, governance and strategic direction. Rather than sitting at the top, the Kiwanis International Board serves as the foundation that supports the entire organization. This structure reinforces a simple truth: Kiwanis exists to empower local clubs, and every organizational layer beneath them exists to help members serve their communities.



# 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. For more information visit [kiwanis.org/childrensfund](http://kiwanis.org/childrensfund).

## 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 stability and growth of the Children’s Fund via the cultivation of donor relationships and the solicitation of financial gifts from individuals, friends and businesses.
- The monitoring and distribution of funds from fundraising programs for grants worldwide.
- Overseeing successful development and execution of Kiwanis youth programs: Key Club, Builders and K-Kids.

### 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.

## Possibility Project

Through the Kiwanis Children’s Fund, just US\$2.25 is enough to address the needs of one child. It’s time to put our sense of what’s possible into action — and help make the future better for 10 million children around the world. Therefore, the Kiwanis Children’s Fund has launched The Kiwanis Possibility Project. The US\$25 million we raise together will support the mission of our Children’s Fund, serving the kids, projects and programs of greatest need.

You’re part of a global network — nearly 180,000 Kiwanis club members in 85 nations. Imagine the possibilities if we all come together to make a difference. That’s what The Kiwanis Possibility Project is about. It’s the first fundraising campaign that solely supports Kiwanis clubs and the children we serve. Kids need our help — every day, all around the world. Let’s answer the call.

# Grant requirements

All projects must support at least one of the three Kiwanis causes: health and nutrition, education and literacy and youth leadership development. For full details, visit [kiwanis.org/grants](https://www.kiwanis.org/grants).

## CLUB GRANT PROJECTS MUST:

- Be Kiwanis-led, with at least 50% of the work performed by Kiwanis family members. Note that grant requests for donations to other nonprofit organizations cannot be considered.
- Fill a need that is determined by the club's community needs assessment.
- Include programming that recurs at least once per year.
- Receive at least 25% of their total funding from your club and require no more than 40% of funding from the Children's Fund.
- Have at least one non-Kiwanis funding partner, such as a local business, church, school, non-profit or other community organization.
- Spend the grant money within 12 months of when the funds are granted.

## MICROGRANT PROJECTS MUST:

- Be upcoming or in progress (not completed) when grant payment is received.

## KICKSTARTER GRANT CLUBS MUST:

- Have 30 members or more by the time the club charters.
- Apply within 120 days of their organization date for their first grant of up to US\$1,000.
- Either increase their membership to 40 members or maintain a membership of at least 40 by their one-year charter anniversary to be eligible for the second grant of up to US\$1,000.
- Be ineligible to apply for another Children's Fund grant at any point during its first two years.

*Note: Grants cannot be used for donations to organizations, salaries, scholarships/fellowships, sponsorships, training expenses, travel, lodging, capital construction projects or purchase of land/buildings.*

## HOW TO APPLY FOR A CLUB GRANT

1. Read the **Guide to Club Grants**.
2. Conduct a community needs assessment.
3. Submit a Letter of Inquiry through our online grant-making platform.
4. Receive feedback.
5. Apply for the grant!

Your club can submit a Letter of Inquiry at any time. Based on the date of submission, decisions will be made on March 1 and August 1.

# 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. For more information, including how to start an SLP in your community, visit [kiwanis.org/slp](https://www.kiwanis.org/slp).

## PROGRAMS

	EST.	MISSION	STATS	NOTES
<b>Aktion Club</b> Adults (18 and older) who have a disability. <a href="https://www.aktionclub.org">aktionclub.org</a>	1987	To provide adults with disabilities an opportunity to develop initiative, leadership skills and to serve their communities.	7,712 members, 429 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. <a href="https://www.circlek.org">circlek.org</a>	1936	To develop college and university students into a global network of responsible citizens and leaders with a lifelong commitment to service.	6,265 members, 480 clubs, 19 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. <a href="https://www.keyclub.org">keyclub.org</a>	1925	Key Club is an international, student-led organization providing its members with opportunities to conduct service, build character and develop leadership.	233,274 members, 5,568 clubs, 44 nations and geographical areas	Key Club is governed by a student board of current members.
<b>Builders Club</b> Middle years students, typically ages 11–14. <a href="https://www.buildersclub.org">buildersclub.org</a>	1975	Builders Club is an international, student-led organization providing members with opportunities to perform service, build character and develop leadership.	21,733 members, 1,044 clubs, 23 nations and geographical areas	Currently, Kiwanis tracks the number of clubs worldwide with corresponding estimates of membership numbers.
<b>K-Kids</b> Primary 4 years students, typically ages 6 -11. <a href="https://www.kiwaniskids.org">kiwaniskids.org</a>	1990	K-Kids is an international, student-led organization providing members with opportunities to perform service, build character and develop leadership.	24,826 members, 1,182 clubs, 26 nations and geographical areas	As with Builders Club, Kiwanis tracks the number of clubs worldwide, with corresponding estimates of membership numbers.

Statistics as of 2024

## INITIATIVES

<p><b>Terrific Kids</b></p>	<p>Terrific Kids is a character-building program that recognizes elementary 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. For more information, visit <a href="http://kiwaniskids.org/terrific-kids">kiwaniskids.org/terrific-kids</a>.</p>
<p><b>Bring Up Grades (BUG)</b></p>	<p>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. For more information, visit <a href="http://kiwaniskids.org/bring-up-grades">kiwaniskids.org/bring-up-grades</a>.</p>

## LEADERSHIP DEVELOPMENT

### Global Leadership Certificate

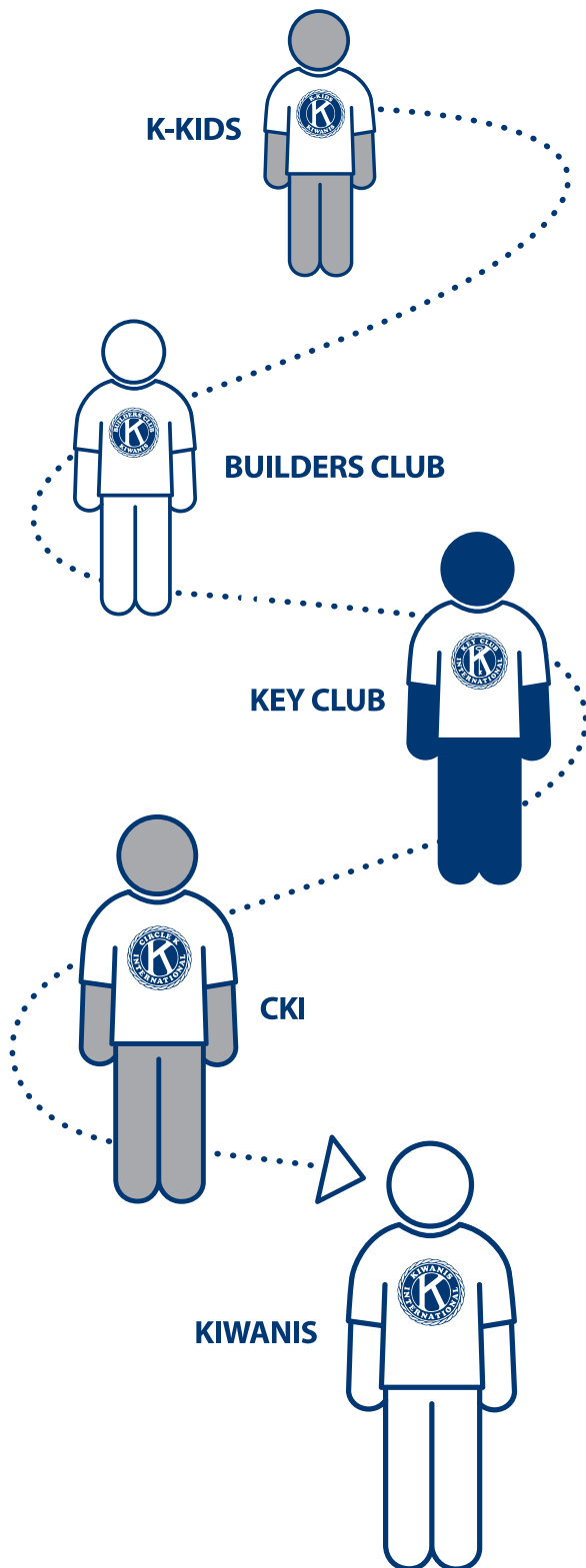
If your Kiwanis club sponsors CKI or Key Club, make sure those members know about the Global Leadership Certificate (GLC) — and take advantage of these online courses, which are included in their membership. This is a series of 40 online, on-demand courses. Based on the values of fellowship, leadership and service, the GLC teaches traditional skills as well as in-demand soft skills, including effective communication, critical thinking, networking and more. Courses can be completed at an individual pace or as a club activity. The GLC doesn't just help students stand out as candidates for colleges/graduate school, trade schools or employers — it helps them become stronger leaders and changemakers now.



For more information, visit [keyclub.org/global-leadership-certificate](http://keyclub.org/global-leadership-certificate) or [circlek.org/global-leadership-certificate](http://circlek.org/global-leadership-certificate). Email [slpcertificate@kiwanis.org](mailto:slpcertificate@kiwanis.org) with questions.

<p><b>Key Leader</b></p>	<p>Key Leader is a life-changing experience. An inspirational weekend leadership experience for emerging high school leaders, Key Leader offers students a taste of what servant leadership is all about. Through team-building activities, group discussions and personal reflection, students gain self-confidence, make new friends and learn the joy and power of community involvement. One-day sessions are being developed for middle school and high school students and launching late 2026. More information can be found at <a href="http://key-leader.org">key-leader.org</a>.</p>
--------------------------	--

Interested in starting an SLP club? Contact [helpline@kiwanis.org](mailto:helpline@kiwanis.org) or visit [kiwanis.org/slp](http://kiwanis.org/slp) for more information.



## 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.
- Can assist with or support:
  - ◆ Inviting initial members.
  - ◆ Filing the petition for charter.
  - ◆ Planning 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 impactfully and positively influence the SLP clubs you lead:

1. Appoint a Kiwanian or a committee of Kiwanians to be SLP advisors.
2. Ensure Kiwanis SLP advisors comply with Kiwanis youth protection policies, which include maintaining training requirements and a clear Kiwanis background check.
3. Attend SLP meetings and events.
4. Maintain an expense line item in the budget to support SLP clubs.
5. Meet with the school principal or facility manager each year.
6. Ensure all dues and fees are paid.
7. Make sure SLP officers receive proper training.
8. Schedule an annual meeting with Kiwanis and SLP leadership.
9. Host or participate in joint activities.
10. Invite SLP club members to attend Kiwanis meetings.
11. 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. For more information on youth protection, visit [kiwanis.org/youthprotection](http://kiwanis.org/youthprotection).

# Signature projects

## What makes a signature project?

As club president, you might want to understand the difference between a signature project and a service project so you can guide your club with clarity and purpose. A signature project is large-scale, long-term and recurring, highly visible, and unique to your club — the kind of project that becomes part of your identity, like building a fully accessible playground. A service project is smaller or occasional, such as hosting a food drive, and still meets an important need in the community. In other words, a signature project takes full support of the club and often requires months of planning. A service project could be something done quickly with the intention of keeping the club engaged, such as a gently used children's book collection at a club meeting. Both are important kinds of projects that require different resources.

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 signature project. It should inspire and create pride in membership.

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:

- **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.
- **Membership-focused.** The project should support opportunities to strengthen membership and develop new partnerships.

## 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 receive recognition and awards at the Kiwanis International convention and/or district conventions. The first-, second- and third-place winners in each group also receive cash prizes intended to help continue and grow their signature project. For more information visit [kiwanis.org/signatureprojects](https://www.kiwanis.org/signatureprojects).







# PRESIDENT

# PRESIDENT

Your Kiwanis club elected you president because you have the quality of character to lead. As president, you'll ensure your club functions effectively. You'll lead your club in projects that benefit your community. You'll develop initiatives to increase club membership. Above all, you'll develop servant leaders who will fulfill the Kiwanis mission at the club level and beyond. Prepare well. Be a leader who inspires, counsels and steers your club in the direction of membership and service.

## RESPONSIBILITIES

As presiding officer of the club and the board, the president works closely with the board of directors and committee chairs to establish and follow a strategic plan, set goals for improving the members' club experience and increase the club's impact in the community by adding new members. Club presidents will find a list of resources online at [kiwanis.org/president](http://kiwanis.org/president).

## PREFERRED SKILLS

- Team-building.
- Motivating others.
- Effective communication.
- Inclusiveness.

## DUTIES

- Lead the club's goal-setting process.
- Organize an effective leadership team by appointing committee chairs and ensure they receive proper training.
- Support committee activity to ensure a successful club experience.
- Ensure that the club continues to be relevant to the community and to the members through periodic assessments.
- Facilitate fun, educational and efficient club meetings.
- Lead effective and efficient board meetings.
- Implement a succession plan for future leaders, ensuring a seamless transition.
- Reward and recognize member and committee achievements.
- Fulfill all other duties documented in the Standard Form for Club Bylaws. For more information visit [kiwanis.org/clubbylaws](http://kiwanis.org/clubbylaws).

## OVERSEES/DELEGATES

- Establish a strategic plan for the club, including goals for membership and community service.
- Gain an understanding of sponsorship responsibilities to Service Leadership Programs.
- Provide club members with Kiwanis Youth Protection Policies.
- Communicate regularly with club members to keep them informed about the club's business and activities.
- Promote interclub and division council meeting participation.
- Encourage district midyear, district convention and Kiwanis International convention attendance.
- Publicize goals that a club or member must meet in order to be deemed distinguished.

## REVIEW

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

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

## What do I do as Kiwanis club president?

Your main purpose is to help create the best possible Kiwanis club experience for your fellow members. Everything in this workbook suggests ways to create that experience in the following areas:

### SERVICE

- Assess your club's current projects and determine whether they still meet your community's needs.
- Conduct a community survey to see what new needs exist in your community. Then get your club involved in meeting those needs. A community analysis is best conducted in mid- to late summer.

### FUN

- Plan special events at least four times a year exclusively for club members and their families. Invite a fellow member to coordinate. Ideas include: Local sports team games, dinner theater, bus trips to nearby attractions, family picnics, holiday party at a member's home, bowling day, miniature golf day.
- Foster fellowship at meetings. Ideas include: Happy Dollars, Kiwanis Kwiz trivia question, Speed networking, Mini-member Spotlights.

### STRENGTH

- Find out what matters to your club through a member satisfaction survey. Plan a retreat with club leadership (best conducted in late August/early September) to review survey results and set three club improvement goals for the new fiscal year. Find a Club Survey template and instructions at [kiwanis.org/acetools](http://kiwanis.org/acetools).
- Contact your Kiwanis district office for help from the district membership team.
- Ensure your club has members in attendance at the Kiwanis International convention and your district convention. Discuss what was learned at each during a club program.
- Make sure that the club board meets once a month to evaluate progress toward the goals.
- Have meaningful club meetings with an agenda.
- Conduct at least one concentrated membership drive campaign during the year.
- Establish a new member orientation. If your club already does this, seek members' input on possible improvements.
- Make sure that new members receive a meaningful induction.
- Use every possible opportunity to recognize club members and honor their efforts.

## COMMUNITY AWARENESS

- Invite a member to maintain and consistently update your club's website and Facebook page. (Or invite two members to split those duties.)
- Invite a member to produce and email a club newsletter on a consistent basis.
- Display Kiwanis road signs at all community entrances (with permission).
- Display a "Kiwanis Meets Here" sign in your club's meeting location (with permission).
- Coordinate a news release to all local media for club service projects and fundraisers.
- Hold an annual "Media Appreciation Day."
- Order your free custom club logo at [kiwanis.org/customlogo](http://kiwanis.org/customlogo).

## KIWANIS FAMILY SPONSORSHIP

(Circle K International, Key Club, Builders Club, K-Kids, Aktion Club)

- Make sure that a member of your club is actively working with each of your sponsored clubs. Visit [kiwanis.org/president](http://kiwanis.org/president) to view a resource for engaging with local service leadership programs.
- Volunteer your Kiwanis club to help the sponsored clubs on their service projects.
- Plan fun events with sponsored clubs.
- Identify opportunities to start new Service Leadership Program (SLP) sponsorships and assign a member to lead the effort.

## ANNUAL 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 president to ensure a smooth transition. Consult the annual checklist at [kiwanis.org/president](http://kiwanis.org/president).

## THINK ABOUT IT

What qualities do you think make a great leader?



# Club committees and their leadership

Start building your leadership team by choosing reliable and collaborative committee chairs. Your club committees plan fundraising events, invite and educate new members, and develop service projects — for the most part, this is where the actual work takes place. Your club’s committee chairs play a key role in connecting new and seasoned members to the work your club does in your community and beyond. That’s why you’ll want to be thoughtful about who you choose to put in committee leadership roles. Together you and your committee chairs will establish goals for the year. You’ll give them guidance, share general expectations and schedule regular checkpoint. Keep in mind: Different clubs will have different numbers of committees — and that’s okay. New clubs can start small and add more committees as membership grows. It’s perfectly fine for a member to serve on multiple committees or for two people to co-chair a committee. Many resources for committees can be found at [kiwanis.org/president](http://kiwanis.org/president) and [kiwanis.org/members/for-leaders/officer-guide/club-committees](http://kiwanis.org/members/for-leaders/officer-guide/club-committees).

## YOUR CLUB’S COMMITTEES

Each club has a list of standing committees within its bylaws, and many clubs have continued to add committees for different functions, such as support for specific fundraisers and service activities. Common standing committees may include:

- |                   |                  |                             |
|-------------------|------------------|-----------------------------|
| Financial review* | Education        | Special events              |
| Membership        | Public relations | Service and fundraising     |
| Growth            | Programs         | Community services          |
| Retention         | Club meetings    | Service Leadership Programs |

These can be divided into separate committees or even subcommittees, depending on your club's preference.

*\*The only committee required by the Kiwanis International Standard Form for Club Bylaws is an annual financial review committee, unless the club hires a qualified accounting firm to conduct its annual financial examination.*

THINK ABOUT IT	
<p>What other special committees does your club have?</p>	<p>Will any of these special committees have completed their task by the end of the current year?</p>
<p>Will there be any additional committees added during your year as president?</p>	
<p>Can any of your committees be broken down into subcommittees to help share the workload?</p>	

## TIMELINE

By July 15, appoint all committee chairs and make the announcement during a regular club meeting. Ensure your club secretary reports the committee chairs to Kiwanis International via Kiwanis Engage. By August 1, chairs need to select members for each committee.

During August, committees will meet to review materials, goals and timelines. They'll form project schedules and submit a budget proposal for board consideration before the end of September. After this, most committees will meet at least monthly to ensure they stay on track with their goals and timelines.

If a community analysis is part of your plan, schedule the service and fundraising committee to conduct and complete it by October 1. Consider using the Community survey tool at [kiwanis.org/ACEtools](https://www.kiwanis.org/ACEtools).

### COMMITTEES IN YOUR CLUB

Current leader	Term end date	Possible successor

# Club president's planning conference

To help ensure an efficient and effective year as club president, you want to hit the ground running. That's why many incoming presidents conduct a planning conference with other club leaders. The following information will help you create a conference that gets you and your club ready for the coming year.

Most of all, remember: Complete your club president planning conference no later than September 30.

## PURPOSE OF THE CONFERENCE

- To review the club organization and the specific responsibilities of each elected and appointed leadership position in the club.
- To review and finalize the goals, actions and timelines for overall club improvement and each committee and special appointment.
- To review Kiwanis International, district and division goals for the club and incorporate these into the club's goals.
- To review the preliminary budget (income and expenses) for the club to accomplish its goals. (The board of directors approves final budget by October 1, or no later than October 15.)
- To present a calendar of upcoming club, division, district and Kiwanis International events.

Refer to the club president's planning conference template in the resources section at [kiwanis.org/president](https://www.kiwanis.org/president).



## Club president-elect and vice president

The roles of president-elect and vice president are already defined in your club bylaws and policies.

### CLUB PRESIDENT-ELECT DUTIES AND RESPONSIBILITIES

- Serves as an officer on the board of directors for a one- or two-year term (per club policy).
- Prepares to assume the role of president the following year.
- Works closely with the current president, attends division council meetings, district conventions and possibly the Kiwanis International convention.
- Participates in Club Leadership Education and strategic planning.
- May preside at meetings in the president's absence (if bylaws allow).

### VICE PRESIDENT DUTIES AND RESPONSIBILITIES

- Serves as an officer on the board of directors for a one- or two-year term (per club policy).
- Supports the president and assists with assigned duties.
- Presides at club and board meetings when the president is absent.
- May oversee specific committees or projects as delegated.
- Encouraged to attend leadership training and district events but is not automatically the next president unless elected.

Throughout the year, the president-elect prepares to assume the role of president by working closely with the current club president and attending division council meetings, district conventions and possibly the Kiwanis International convention. The vice president supports the president and may preside at meetings when needed but is not automatically the next president unless elected. The club president is responsible for including these leaders in discussions and meetings, delegating tasks to them and encouraging their participation in Club Leadership Education.

### KEEP IN MIND

- Club size can influence how these roles are used. Smaller clubs may combine responsibilities or rely more heavily on the vice president for leadership tasks. Larger clubs often have a distinct president-elect role for succession planning.
- Flexibility is okay — the goal is to ensure leadership continuity and support for the president.

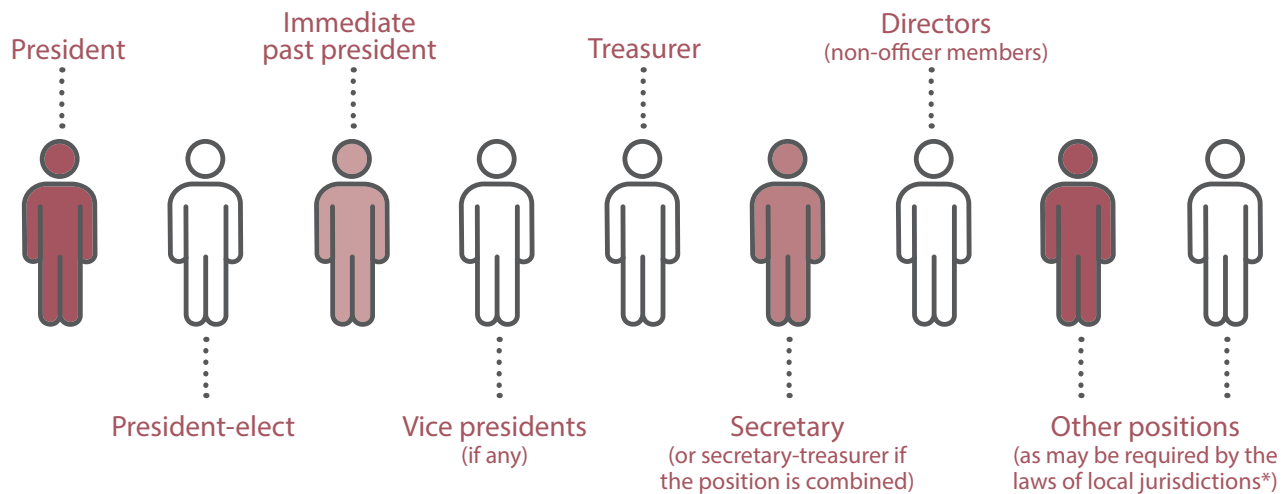




# Board of directors

## STRUCTURE OF THE CLUB BOARD

As stated in the Standard Form for Club Bylaws and Policies, the club board includes:



*\*Generally applies only to clubs in Europe and Asia-Pacific.*

Board officers' terms may vary, but all begin on October 1. This chart explains the difference between an officer and a director.

OFFICERS	DIRECTORS
Elected annually (terms usually 1–2 years)	Elected for 1–3 years; terms may be staggered
Positions include president, president-elect, vice president, secretary, treasurer	Serve as board members without officer duties
Responsible for day-to-day leadership and operations	Provide governance and oversight
Preside over meetings (president or president-elect)	Vote on policies, budgets, and major decisions
Represent the club at division, district, and international events	Represent membership interests on the board
Often have specific functional roles (finance, membership, programs)	May act as liaisons to committees

## PURPOSE OF THE CLUB BOARD

Every Kiwanis club has a board of directors to ensure smooth club operations, to lead club initiatives and to create and uphold the club's vision — all with the club's best interests in mind. Most of the board's tasks are related to these functions: administration, decision making and strategic planning. Some administrative tasks include:

- Determining the good-standing status of members in accordance with club policy.
- Setting an annual budget (before October 15 each year).
- Assuring the club complies with applicable governmental rules and regulations.
- Overseeing the implementation of club policy.
- Keeping club's strategic plan current.
- Assuring the club is meeting its financial obligations, including the annual review of financial statements by either a standing financial review committee or a qualified accounting firm.
- Other duties as assigned to the board in your club bylaws and policies.

## BOARD MEETINGS

The board meets regularly at a designated place and time. The board may also hold special meetings at the call of the president via a majority vote of the board — provided at least 48 hours' notice is given to all board members of the date, time, place and topic. The board may meet and conduct business by any method that allows all participants to simultaneously communicate with each other — including online tools such as Zoom, WhatsApp or Skype, conference calls or email. Regardless of the format, participation constitutes attendance. Attendance is important because it establishes whether a quorum was present. For a club board meeting, a quorum is defined as one-third of the board members. Without a quorum, the board should not take any formal action.

Only elected board members have voting privileges at board meetings. This typically includes the president, president-elect, vice president (if applicable), secretary, treasurer and all elected board members. Committee chairs, advisors and general members may attend when invited, but they do not vote unless they are elected members of the board. When in doubt, Kiwanis refers to Robert's Rules of Order as the guideline for conducting board meetings. If any verbal votes are unclear, a roll-call vote should be held to record each vote accurately.

The board may take no action that conflicts with the best interests of the club and its members. Some decisions, however, belong to the full membership of the club rather than the board alone. Other than disciplinary measures, a board action may be rescinded or amended by a two-thirds vote of the club members present and voting, provided that all club members receive at least 14 days' notice. This distinction ensures transparency, protects member rights and maintains a healthy balance between board authority and club oversight.

### NOTE

You'll find a board meeting resources at [kiwanis.org/president](https://www.kiwanis.org/president).

## THE CLUB PRESIDENT'S ROLE

- Presides over board meetings.
- Sets the board meeting agenda.
- Calls special meetings of the board, if necessary.
- Establishes goals for the club, in consultation with the club board of directors, which align with the club's strategic plan.
- Serves as an ex-officio member of all standing and special committees — meaning they hold this position by virtue of their office, not by separate appointment, and may participate in committee work as allowed by club bylaws.

### NOTE

A board member may not be part of the financial review committee.

There might also be other duties assigned to the board in your club bylaws and policies.



# Installations and inductions

As club president, you are responsible for the installation of club board members and officers as well as the induction of new club members.

## INSTALLATION OF CLUB BOARD MEMBERS AND OFFICERS

A successful installation ceremony requires a lot of pieces. It's a time to showcase the talents of your members and the impact they have on their community. While the club president is responsible for the installation of club board members and officers, it's common for a guest of honor — such as the lieutenant governor — to preside over the ceremony.

The installation should include recognition of all incoming club board members and officers, highlighting their roles and responsibilities within the organization. This not only honors their commitment but also helps members understand who will be leading key areas of the club.

This worksheet is designed to help you assign tasks for this ceremony, which should be conducted at the end of September or the beginning of October.

OFFICER INSTALLATION CEREMONY TASKS	PERSON RESPONSIBLE
<b>PRELIMINARY ORGANIZATION</b>	
Plan the budget.	
Arrange the date with your lieutenant governor.	
Select and contract the site.	
Arrange the meal and the entertainment.	
Order the pins and awards.	
<b>PARTICIPANTS</b>	
Prepare the list of honored guests.	
Prepare the list of outgoing and incoming officers and directors with a pronunciation guide for the installing officer.	
Invite spouses and other special guests, including presidents and faculty advisor(s) of CKI, Key Club, Builders Club, Kiwanis Kids or Aktion Club.	
Confirm attendance and make reservations for expected attendees.	
<b>PROGRAMS</b>	
Design the program.	
Determine the quantity and place your order.	
Take the programs to your event site.	
Distribute the programs.	

*For additional resources on installation ceremonies, visit [kiwanis.org/president](http://kiwanis.org/president).*

## INDUCTION OF NEW MEMBERS

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

Within the first two weeks (if at all possible), complete a new member orientation. This is an opportunity to provide your new members with a better understanding of your Kiwanis club. And it's a way for your club to learn about their interests and skills.

A new member orientation PowerPoint is available as a downloadable resource that includes a suggested script and ways to personalize it to reflect your club information. Get your club ready to use it at [kiwanis.org/members/build-nurture-retain/club-toolbox/strengthening-resources/](https://www.kiwanis.org/members/build-nurture-retain/club-toolbox/strengthening-resources/).

New-member orientation includes:

- An overview of the defining statement and the Six Objects of Kiwanis.
- Member expectations.
- Benefits of Kiwanis club membership.
- My Kiwanis club:
  - ◆ Service project and fundraising plans.
  - ◆ The club's role in the division and district.
  - ◆ Club committees and how to become involved.
- Kiwanis beyond your club:
  - ◆ The structure of Kiwanis at the club, division, district and international levels.
  - ◆ Service Leadership Programs.
  - ◆ Kiwanis-branded programs.
  - ◆ The Kiwanis Children's Fund.
  - ◆ District and Kiwanis International conventions.
- Standard club operations:
  - ◆ Club bylaws.
  - ◆ How club business is handled (e.g., what members vote on, how elections are handled).
  - ◆ The function of the club's board of directors.
  - ◆ Finance and budget (including what dues cover).



### Mentoring

By pairing new members with mentors, you give them a go-to person for any questions and a familiar face to sit with at meetings until they feel comfortable. Their mentors may be their sponsors or someone they just met. Mentors can help new members transition into the club by finding ways to connect their interests with club activities. Visit [kiwanis.org/president](https://www.kiwanis.org/president) to find mentoring resources.

### Induction ceremony

The induction of new members is a memorable experience that helps them feel like they're a part of something important. When you invest in their induction, you let them know they're valued and appreciated.

Some clubs have a formal — or maybe even unique — tradition for welcoming new members. However you do it, make sure it happens. And make sure that it's timely and reflects your club's style and spirit.

For additional resources on new member orientation and inductions, please visit [kiwanis.org/club-toolbox](https://www.kiwanis.org/club-toolbox).

**THINK ABOUT IT**

Which members show empathy and strong communication skills and could serve effectively as mentors?

Which members show leadership qualities that indicate they could serve successfully as future presidents or other officers?

**THINK ABOUT IT**

How does your club incorporate meaningful traditions into its induction ceremonies?

How does your club support newly inducted members and help them feel valued?

# Club meetings

## THE BEST SHOW IN TOWN

As president, you set the tone for your club. These guidelines are here to help. Remember, you don't have to do every task yourself, but it's important to make sure everything's covered.

- Designate specific people to greet members as they arrive.
- Put out flags, banner, bell, gavel, name badges, lectern and guest badges.
- Check audiovisual aids before the meeting.
- Seat any visiting Kiwanis leaders (e.g., governor, lieutenant governor, etc.) in a prominent location and recognize them once during the meeting; they don't need to be recognized by each program participant. If your club has invited the governor or lieutenant governor, assume all expenses (with the exception of transportation).
- Make complementary meal arrangements for guests in advance, if applicable.
- Develop a standard time agenda, designate who will have the floor for each action, brief all participants on their roles and begin and end the meeting on time. Find a sample agenda at [kiwanis.org/president](http://kiwanis.org/president).
- Traditionally, members rise and applaud when their lieutenant governor or governor, a member of the Kiwanis International board, a past president of Kiwanis International or another distinguished Kiwanian is introduced. Let a few club members know this in advance so they can set the stage for the club.
- When both the district governor and the host lieutenant governor are at a club meeting, you'll introduce the lieutenant governor — who, in turn, introduces the governor.
- Introduce delegations from other clubs, visiting Kiwanians, potential members, representatives of Service Leadership Programs and other guests.
- At every meeting, recognize the achievements of members and committees — and express thanks on behalf of the club.

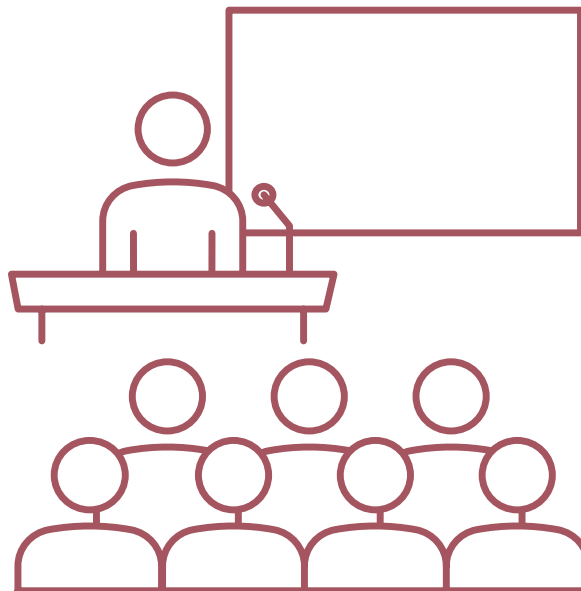
### THINK ABOUT IT

What makes your club unique?

## WORKING WITH SPEAKERS

This list will make it easy for you or a member who is in charge of speaker visits to welcome and introduce your guests.

- Inform a speaker of:
  - ♦ The date, time and place of the meeting.
  - ♦ Any requests for speech content in advance of or after the meeting.
  - ♦ The approximate size of the audience.
  - ♦ The meeting agenda, time allotted for the speech and adjournment time.
  - ♦ Equipment available to the speaker (projector and screen, lectern, etc.).
  - ♦ Appropriate attire.
- Request the spelling and pronunciation of the speaker's name and a résumé for publicity and an introduction.
- Ask a member to greet the speaker and introduce them to you and other members.
- Ensure the speaker is given a guest or speaker's badge and seated at the head table. Have a cup or bottle of water at their place (or the podium).
- Add a properly branded Kiwanis logo to your podium or lectern for photo opportunities.
- Before the presentation, offer a brief, formal introduction of the speaker. Say thank you to a speaker with an inexpensive token of appreciation. Consider making a donation on his or her behalf to a cause that reflects the club's focus on service and community. A day or two after the speaker's visit, send a note of appreciation from the club.
- Many clubs make it a practice to rise and applaud when the speaker is introduced or at the conclusion of the presentation. If this isn't happening naturally and you'd like to introduce your club to the practice, present the idea to your club members at an appropriate time.
- Send a note of appreciation on behalf of the club.
- Don't forget to invite your speaker to join your club!







**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, 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/secretary](http://kiwanis.org/secretary).

## PREFERRED SKILLS

- May be responsible for collecting all funds due to the club and maintaining accurate records of membership fees and dues, unless these duties are assigned to the treasurer.
- 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 and operational files.
- Keep minutes of club and board meetings.
- Act as official contact for all club email and 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.
- Build and maintain relationships with community leaders, local organizations and stakeholders to strengthen partnerships and enhance club visibility.

## REVIEW

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

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

## OPERATIONAL AND REFERENCE FILES MAINTAINED BY THE SECRETARY

- All correspondence.
- Convention information for the district and Kiwanis International.
- Service Leadership Programs documents and communications.
- Club and board meeting minutes.
- Committee reports.

### 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. The records may be maintained in hard copy, digital format, or both.

- 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 the following 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

Kiwanis Engage, our online reporting platform, is a required tool for all club secretaries. It ensures accurate reporting and compliance with Kiwanis standards while streamlining administrative tasks for the club, district and Kiwanis International. Here are some of its key benefits:

- 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](http://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, German, Japanese, Mandarin and Spanish. Visit [kiwanis.org/engage](http://kiwanis.org/engage) to get started with online reporting.

### THINK ABOUT IT

Are you consistently submitting your monthly club report?

### DID YOU KNOW?

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

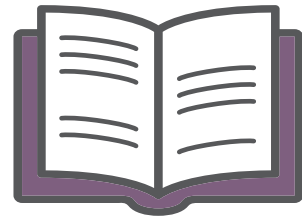
# Club bylaws

The Standard Form for Club Bylaws must be submitted online by either the club secretary or club president whenever your club adopts or updates its bylaws. Submission is completed through Kiwanis Engage. To access the bylaws form, log in to Kiwanis Engage at [kiwanis.org/login](https://kiwanis.org/login). Select your club from the drop down menu below your name. Scroll down to the bylaws button on the left and click it. Instructions on how to update your bylaws are listed on that page.

Reviewing your bylaws means carefully reading the template, discussing any changes with your club leadership and membership, and ensuring the document reflects your club’s agreed-upon practices while complying with Kiwanis standards. This process should involve the club president, secretary, board members and input from the membership. District leaders, such as the lieutenant governor, can also assist if questions arise. Once all updates have been approved by the club, complete and submit the online form. You may edit, save and return to the form as needed before final submission. To see a copy of the standard form for club bylaws and policies, visit [kiwanis.org/clubbylaws](https://kiwanis.org/clubbylaws).

## 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

<b>Monthly report form</b>	Submit to Kiwanis International by the 10th of every month (i.e., October monthly report due on November 10).
<b>Membership reporting for annual dues billing</b>	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.
<b>990, 990-N or 990-EZ form (U.S. clubs only)</b>	File with the IRS by February 15. The 990 form allows your club to maintain its tax-exempt status. Get instructions and links at <a href="https://kiwanis.org/form990">kiwanis.org/form990</a> .
<b>Annual report of club elections</b>	Submit to the Kiwanis International Office electronically using Kiwanis Engage by June 1.

## OPTIONAL FORMS

<b>Proposed amendments and resolutions to the Kiwanis International Bylaws</b>	Submit your proposal in writing to the Kiwanis International Office by October 31 for consideration at the upcoming Kiwanis International Convention House of Delegates.
<b>Delegate certification forms</b>	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

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

## SECRETARY ANNUAL 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. Consult the annual tasklist at [kiwanis.org/secretary](http://kiwanis.org/secretary).

### THINGS TO TELL YOUR SUCCESSOR

As the outgoing club secretary, you play a key role in preparing your successor for a smooth transition. Your goal is to ensure continuity and help the club thrive. Share these important points:

**Leadership starts early.** Encourage your successor to build trust with members and stay open to input. As the new Kiwanis year approaches, they should communicate regularly with the president, treasurer and board to stay aligned and involved in planning.

**Be honest about challenges.** Share what worked well and what didn't. Explain any recurring issues you faced and offer practical advice for handling them. This insight will save time and prevent repeated mistakes.

**Embrace improvement.** Encourage your successor to identify more efficient ways of doing things. Positive change that strengthens systems, saves time or improves communication should be welcomed. Progress happens when thoughtful improvements build on what already exists.

**Focus forward.** Remind your successor that success comes from planning ahead, not dwelling on the past. Use past experiences as lessons but keep the emphasis on future goals and opportunities.

**Professionalism matters.** As secretary, they represent the club in all communications. Accuracy, timeliness and a positive tone in correspondence reflect well on the club and strengthen its reputation in the community.

Find a succession planning guide at [kiwanis.org/secretary](http://kiwanis.org/secretary).



**TREASURER**

# TREASURER

Your election as treasurer of your Kiwanis club is proof that your fellow members see you as a person of integrity — with an aptitude for finance. Along with the club board, you are responsible for your club’s solvency and financial stability. Take pride in your leadership role. You’ve earned your club’s trust.

## RESPONSIBILITIES

The treasurer works closely with the club secretary to coordinate the club’s financial responsibilities and ensure accurate financial oversight. In addition to managing financial processes, the treasurer serves as a trusted advisor to the club and board on financial matters, including budget planning and fiscal responsibility. As an elected officer and member of the board of directors, the treasurer participates in all board discussions and is eligible to vote on questions brought forward by the presiding officer. Additional tools and guidance for fulfilling these responsibilities are available at [kiwanis.org/treasurer](http://kiwanis.org/treasurer).

## PREFERRED SKILLS

- Knowledgeable about bookkeeping and accounting.
- Attentive to detail.
- Organized.
- Willingness to learn and use appropriate technology.
- Ability to hold others accountable.
- Deadline-driven.

## DUTIES

- Guide the board in preparing an annual budget before the start of the fiscal year.
- Coordinate the collection and disbursement of money (such as bills, donations or reimbursements).
- Receive and promptly deposit all funds paid to the club.
- Disburse funds as directed by the club board.
- Maintain the club’s financial accounts and records.
- Reconcile cash accounts on a monthly basis.
- Prepare and disburse bills to members.
- Provide a monthly financial report to the board.
- Compile an annual financial summary of income and expenditures for the annual club meeting.
- Make club records available upon request.
- Analyze return on investment from fundraising efforts.
- Perform other duties as assigned by the president or board.
- Fulfill all other duties documented in the Standard Form for Club Bylaws.
- Pay dues for appropriate sponsored SLP clubs.
- Prepare and file the IRS Form 990 annually to maintain the club’s tax-exempt status.

## REVIEW

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

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

# Member dues

Members of local Kiwanis clubs pay membership dues and fees directly to their club. These payments support three levels of the organization: Kiwanis International, the district and the local club. The total amount a member pays varies by club and district, as determined by their respective governing bodies. Kiwanis International dues are set by the House of Delegates, and Kiwanis International fees are determined by the Kiwanis International Board based on service costs, which may fluctuate slightly. District dues and fees are set by each district and approved by the district House of Delegates. Club dues are established in the club's bylaws and policies.

According to Club Bylaws (Article 8.4), any change to club dues, fees, or assessments must be approved by a two-thirds (2/3) vote of members present and voting, with at least 14 days' prior notice of the proposed amount. Clubs have flexibility in how they structure dues. Some include meal costs in their fees, while others keep dues lower and allow members to pay for meals individually. Clubs may also offer discounted dues for senior members or for members who opt out of prepaid meals, provided these options are stated in the club's bylaws. Visit [kiwanis.org/treasurer](https://www.kiwanis.org/treasurer) for a resource for collecting member dues.

Members remit their dues to their club rather than directly to Kiwanis International, since clubs may collect additional amounts that Kiwanis International does not receive. Clubs are responsible for collecting dues using any digital method they choose, such as PayPal, Venmo or Stripe, and for remitting the appropriate Kiwanis International and district portions. Clubs that pay in U.S. dollars may submit dues through Engage using a credit card; ACH and other online payment methods are not currently accepted. Clubs located outside the United States but paying in U.S. dollars may also submit dues online through Engage. Clubs remitting dues in euros send payment to the Kiwanis International–Europe office in Ghent, Belgium, while clubs remitting in Canadian dollars must mail check payments to the Kiwanis International lockbox in Canada.

In addition to Kiwanis International and district dues, clubs may establish additional dues or fees that are retained by the club to cover operating expenses. These funds remain in the club's account and support local administration and activities. More information about Kiwanis International and district dues is available at [kiwanis.org/dues](https://www.kiwanis.org/dues) and [kiwanis.org/districtdues](https://www.kiwanis.org/districtdues).

REVIEW
How does your club clearly explain what is included in membership dues?

\*Depending on your country's GDP and location, Kiwanis International dues and fees may be adjusted.

## REVIEW

What are the operating costs associated with your club?

Do your club dues cover all of these costs?

## DUES TOTAL

Club dues	\$
District dues	\$
Kiwanis International dues	\$
Total annual dues	\$

## THINK ABOUT IT

How does the work of your club — in service, community impact, leadership growth and fellowship — illustrate the overall value of Kiwanis membership?

**For North American clubs only:** When your club receives an invoice from Kiwanis International for continuing members or new members, both the Kiwanis International and district costs are included when applicable.

Also, Kiwanis International collects fees for the Kiwanis International European Federation. To simplify the payment process for clubs, Kiwanis International collects all of the dues and fees mentioned above and then distributes them appropriately.

Some divisions request a voluntary contribution to either the division or the lieutenant governor.

### Exceptions to the amounts above include:

- 1. Spousal waiver for the publication fee.** While it is a condition of membership that each member is a subscriber to the official publication of Kiwanis International, if both spouses are members of a club (not necessarily the same club), one spouse may choose not to subscribe, which results in a reduction in fees. To receive this benefit, either the spouse or the club secretary can email [helpline@kiwanis.org](mailto:helpline@kiwanis.org) to have this credit applied to their member record.
- 2. New-member alumnus of a Kiwanis SLP.** If a new member is an alumnus of a Service Leadership Program, the club should not charge that member for Kiwanis International dues for two years after joining their first club. They are still required to pay for the insurance and publication fees, as well as the new member add fee. If the new member is reported properly when added to the club roster by the club secretary, this two-year waiver will automatically appear on the club invoice. Check with your district office to see whether your district waives district dues for new members who are alumni of SLPs. Contact [helpline@kiwanis.org](mailto:helpline@kiwanis.org) if the alumni credit is not showing properly on the club invoice.

All exceptions are intended to be financial benefits to the eligible member and should be reflected on their personal invoices.

# Dues invoicing process

As with most things related to finance and accounting, there are clear expectations and deadlines regarding the completion of steps in the dues-invoice process.

## Here are some facts and tips about invoice timing:

1. Ensure all your new member adds have been completed by the club secretary in Kiwanis Engage prior to September 30.
2. Work with the club secretary to review the current club roster and make any member deletions by October 10.
3. Your club invoice is created on or after October 10. The 10-day window between September 30 and October 10 allows the club secretary to update the roster accordingly. Once that window of opportunity has closed, your club invoice will be set.
4. Club invoices mail the last week October/first week of November, and they are due within 30 days. This date is indicated on the invoice.
5. U.S. clubs can pay online if that method is preferred. Clubs located outside the United States or those that would rather not pay online can pay according to the invoice instructions.

The president, secretary, assistant secretary and treasurer all have access to the finance tab after logging into Kiwanis Engage at [kiwanis.org](http://kiwanis.org). Only the secretary, assistant secretary and president can adjust the membership roster. The assistant secretary's access is limited to one person. If your club has a separate treasurer and secretary, it may be a good idea to establish the club treasurer as the assistant secretary so that he or she can manage the financial obligations of the club using the online system.

### NOTE

Sponsored Builders Club and K-Kids renewal fees will be billed to your club.

### THINK ABOUT IT

Does your club provide early, clear communication about dues and follow up with structured reminders to help members stay on track?

## DIPLOMATIC DUES COLLECTION

Kiwanis International strongly recommends that members' payment of dues be scheduled for payment to the club by October 1. This deadline will help clubs deal with any changes to the club roster. November 1 is the deadline for clubs to pay Kiwanis International.

Some clubs choose to bill members monthly, quarterly or semi-annually, especially for any required club fees like meal costs, to ease the financial burden on the member. Member billing is the club's decision — but the club's payment to Kiwanis International is due all at one time, so plan ahead by monitoring the club budget to ensure your cash flow.

*Important note:* The club defines what it means for a member to be “in good standing” in its bylaws and policies. This definition typically specifies how long a member may be in arrears on dues or fees — or the amount owed — before losing that status.

Refer to your club bylaws and policies for these requirements.

## MEMBERSHIP STATEMENTS

It has become standard practice to send an invoice attached to an email. If your members respond well to that delivery method, it can be a cost-saving way to avoid postage and can be more subtle and convenient than trying to hand-deliver invoices at a club meeting. For a sample club invoice, visit [kiwanis.org/lde\\_treas\\_sample-club-invoice/](https://kiwanis.org/lde_treas_sample-club-invoice/).

However, your membership chair or service committee chair may consider the invoice an opportunity to talk about the great work the club accomplished in the last year and how members made a difference...and then to say, “By the way, here's the invoice for this year.”

It's a subtle difference, but there's an important distinction: You are not asking members to consider renewing their membership (and thus to consider *not* renewing). You are inviting them to continue to invest in the community by continuing their involvement with your Kiwanis club.

The key information for the invoice is fairly standard. But here's a checklist to make sure you include the important details:

1. Total amount due prominently displayed.
2. Where to remit payment.
3. To whom to make the check payable, if applicable (this should be the club name).
4. An outline of the dues and fees, including any discounts the member is eligible to receive.
5. A statement at the bottom indicating that the dues and fees are not considered a tax-deductible expense.

## PAYING DUES ONLINE

Some clubs have the option of paying dues through district websites and resources. Contact your district secretary to find out whether this is an option for your club. Some clubs have also begun utilizing mobile apps to collect payment such as Venmo, Paypal or CashApp. If you choose to do this, be aware of any administrative fees that may be involved in using this method.

### TIP

While most clubs assign board members to contact delinquent dues payers, you will find it is more effective to ask their member sponsor to reach out.

# Club accounts

Some clubs choose to keep two separate bank accounts — one for administrative expenses and one for service projects — but many clubs keep things simple by using one account for all operations. Kiwanis clubs may use the system that works best for them and that complies with local laws and banking requirements.

Because Kiwanis clubs are 501(c)(4) organizations, the IRS does not require funds to be separated by type. All money collected by the club — including dues, gifts, and fundraiser income — can be used for any legitimate club expense. This includes service projects, fundraising costs, administrative needs, officer training, travel to district or international events and membership expenses. Kiwanis International does not make any distinction between “service” and “administrative” money if all spending supports the club’s mission. For more information about bank accounts and finances, visit [kiwanis.org/finance](https://www.kiwanis.org/finance).

## ACCOUNTING SYSTEM

Accounting systems will differ, depending upon services and equipment available to the treasurer.

When you develop your club accounting system, be sure that you can:

- Identify all sources of income.
- Identify all disbursements.
- Create accurate financial reports.
- Permit the accurate billing of members.
- Report the financial standing of each member at any time.
- Provide the secretary with data to prepare a statement of delinquent members for the president or board. (Such information is strictly confidential.)

## ANNUAL AUDIT

While the IRS does not require an independent audit, club bylaws require an annual audit of club accounts. This audit can be a financial review and can be conducted by either a qualified accounting firm not affiliated with any club member or a standing internal financial review committee. Making the annual audit a standard practice ensures proper handling of club finances and reinforces confidence in the treasurer. If the club chooses an internal committee, the treasurer may serve as a resource but should not be a member of the committee to maintain independence and avoid conflicts of interest.

After the audit is complete, the treasurer and board should carefully review the findings and address any discrepancies or recommendations. The audit results should then be presented to the board of directors for discussion and shared with the full membership for transparency, either during a regular meeting or through a written report.

A copy of the audit report should be filed and archived in the club’s permanent financial records for future reference and compliance checks. Some districts may require confirmation that an annual review was completed, so check district policies and submit documentation if necessary. Finally, implement any recommendations from the audit by updating financial procedures or internal controls and providing training to officers if new processes are introduced.

### REMEMBER

- The audit is required by the bylaws of every club.
- The audit may be completed by the club’s financial review committee or a qualified accounting firm. The club’s financial review committee can find a template on [kiwanis.org/treasurer](https://www.kiwanis.org/treasurer).
- If your club chooses to have the audit completed by a financial review committee, the treasurer **cannot** serve on the committee.

## REVIEW

Who holds onto the permanent records in your club? Circle one.

**Club secretary**

**Custodian of records**

Contact information of permanent record keeper:

---

---

## Budget process

As the incoming treasurer, you will work with the incoming club president and other leaders of the club to develop the annual budget for the administrative year. This budget should include all anticipated committee expenses and projected revenue from fundraising activities. For a sample club budget, visit [kiwanis.org/treasurer](http://kiwanis.org/treasurer).

## THINK ABOUT IT

Does your club's budget accurately reflect its goals and priorities for the year? *Your budget should reflect what's most important to your club. Proper funding is necessary for successful fundraising events. Consider creating partnerships, offering sponsorship opportunities or applying for grants.*

During August, committees should meet to review materials, goals and timelines. They'll form project schedules and submit a budget proposal for the club board's consideration before the end of September (or at the first board meeting in October). As treasurer, you can help support them in creating their budgets. It's best if the budget can be approved in advance of the new administrative year, but the approval should come from the board that will be serving in that administrative year. If your club doesn't allow the incoming board to vote on issues prior to October 1, the first board meeting of the new administration is the appropriate time to vote on the budget.

## REVIEW

What are three things you should include in your club's budget?

1.

2.

3.

## FILES AND RECORDS

Files to be maintained by the treasurer:

- Club checkbook.
- Paid invoices file.
- Cash receipts file (deposit records).
- Bank statements and reconciliations.
- Treasurers reports.
- Budget files.
- Official documentation required by state or local law.

Permanent records to be maintained by the treasurer:

At the end of the fiscal year, you'll need to pass along these files to the club secretary or the custodian of the club's permanent records.

- Canceled checks (seven years).
- Financial records and reports.
- Invoices.
- Official documents related to the club foundation, if applicable.

## REPORTING EXPECTATIONS

Each time the board gathers to discuss the business of the club, the treasurer should be prepared with a financial report indicating the activity in both the administrative and the service account as compared to the budget. This typically includes the month just completed and the administrative year-to-date.

In addition, the club's annual meeting takes place in either April or May. (Information is provided in the club president resources.) One item on the agenda is a report from the treasurer. This annual report to the membership should include detailed financial information, such as the financial statements from the most recent board meeting. This is a great opportunity to talk about the amazing work the club is doing that is evident in the financial statements (e.g., scholarship awards, fundraiser revenue, donations to a local cause, etc.).

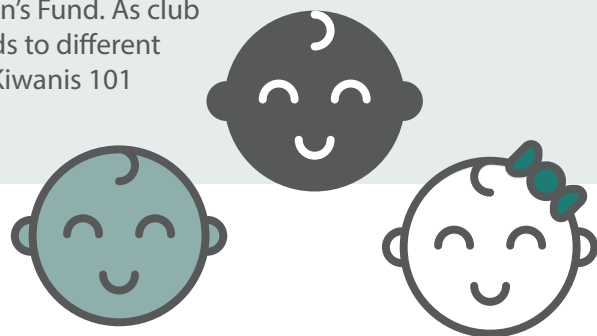
**Be transparent about all financial records and current financial status with your club at all times.**

## ANNUAL CHECKLIST

Stay on top of your reporting and filing requirements with the annual checklist — a simple, reliable tool to keep everything organized. Explore the full task list at [kiwanis.org/treasurer](https://www.kiwanis.org/treasurer).

## Support the Kiwanis Children's Fund!

Invest in your Kiwanis passion with the Kiwanis Children's Fund. As club treasurer, you can encourage your club to allocate funds to different causes supported by the Children's Fund. Refer to the Kiwanis 101 section for more information.



# How the Kiwanis Children’s Fund supports you

## CLUB GRANTS

The Kiwanis Children’s Fund can support your club’s service project through the Club Grant program. These grants help fill funding gaps for Kiwanis-led projects that address a documented community need and create long-term benefits for children.

All projects must support at least one Kiwanis cause: health and nutrition, education and literacy or youth leadership development. Full details are available at [kiwanis.org/grants](http://kiwanis.org/grants).

Club grant projects must:

- Be Kiwanis-led, with at least half of the work done by Kiwanis family members.
- Address a need identified in your club’s community needs assessment.
- Include programming that recurs at least once per year.
- Receive at least 25% of funding from your club and require no more than 40% from the Children’s Fund.
- Have at least one non-Kiwanis funding partner.
- Spend all grant funds within 12 months.



Microgrants must support projects that are upcoming or already in progress. Kickstarter grants have additional requirements for new clubs, including membership thresholds.

Grant funds cannot be used for donations to organizations, salaries, scholarships, sponsorships, training, travel, lodging, capital construction or purchase of land/buildings.

Visit [kiwanischildrensfund.org/clubgrants](http://kiwanischildrensfund.org/clubgrants) for key dates and a library of translated resources, including the Guide to Club Grants. Please direct questions to the Children’s Fund team at [grants@kiwanis.org](mailto:grants@kiwanis.org). You also can call 1-800-KIWANIS, ext. 225 (U.S. and Canada), or +1-317-217-6225 (worldwide).

### THINK ABOUT IT

How could you improve your community through service if you received a grant from the Kiwanis Children’s Fund?

## CLUB FOUNDATIONS

Some Kiwanis clubs have their own foundations that accept tax-deductible donations. If your club has a foundation, you must follow the Bylaws and Articles of Incorporation for Kiwanis Club Foundations. The Kiwanis Children’s Fund offers relevant resources, all of which reflect current best practices under U.S. tax law. For more information, go to [kiwanis.org/clubfoundations](http://kiwanis.org/clubfoundations).

# For U.S. clubs only

## INCORPORATION

Each club in the United States is required to be incorporated. Incorporation is typically completed at the time of new-club chartering. However, it's important to ensure that your club's paperwork has been filed.

Check in your club files for a copy of the original paperwork. Kiwanis International and your state or local government agency will need a copy of these files. Be aware that incorporation must be renewed annually or according to your incorporation laws.

For additional information, go to [kiwanis.org/kiwanis-incorporation-procedure](http://kiwanis.org/kiwanis-incorporation-procedure). You can also contact member services at 1-800-KIWANIS or [helpline@kiwanis.org](mailto:helpline@kiwanis.org).

Some countries require incorporation at the time of new club chartering. Check with your governing body to determine whether you are required to incorporate.

## U.S. REVENUE ACT REGARDING FUNDRAISING SOLICITATIONS

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

## 990 TAX FORM

The IRS requires that all U.S.-based Kiwanis clubs submit a 990 form annually. Not filing this form in a timely manner may put your club's incorporation status at risk, resulting in the loss of its 501(c)4 tax-exempt status. This form is due February 15, assuming a fiscal year end of September 30.

For more information, visit [kiwanis.org/irs-forms](http://kiwanis.org/irs-forms).

### REMEMBER

- Report club finances promptly each month.
- Reconcile bank accounts monthly.
- Give receipts for funds received.
- Require an invoice or a check request for checks written.
- Act as cashier at meetings (when needed).
- Provide records for annual audit.
- Retain records for seven years.

## NOTES

---

---

---

---



**NEED HELP?**

This **IRS webpage** provides more information.

You may also contact your Kiwanis district office or email Kiwanis International at **finance@kiwanis.org**.

**IRS REQUIREMENT FOR SECTION 501(C)(4) ORGANIZATIONS — FORM 8976**

The IRS requires all newly-formed 501(c)(4) organizations, including new Kiwanis clubs, to notify the IRS of their intention to operate as a 501(c)(4) by filing Form 8976, as stated in Internal Revenue Code 26 CFR 1.506.

Currently, almost all Kiwanis clubs in the United States operate as 501(c)(4) organizations under the Internal Revenue Code. To be considered a 501(c)(4) organization, the club must report its Employer Identification Number, or EIN, to Kiwanis International, which then reports it to the IRS as part of its annual Group Exemption Number filing (GEN 0026).

**DO I NEED TO FILE FORM 8976?**

Did your club file tax documents (such as Form 990-N, Form 990-EZ or Form 990 or Form 1024) with the IRS prior to July 8, 2016?

**Yes:** You do NOT need to file Form 8976.

**No:** You NEED TO FILE Form 8976. This form is an electronic form. See the next page for details.

**WHEN DO I NEED TO FILE FORM 8976?**

If you answered NO to the question at left and your Kiwanis club was organized prior to July 8, 2016, you are required to file Form 8976 immediately. Please file as soon as possible, since failure to file Form 8976 may result in fines. For more details, visit **irs.gov/form8976**.

All new clubs organized on or after July 8, 2016, must file Form 8976 within 60 days of its organization date or the date of your EIN notification letter from the IRS.

**NOTES**

---

---

---

---

---

---

---

---

---

---

## HOW DO I FILE FORM 8976?

Form 8976 and a \$50 filing fee must be submitted on this webpage at [pay.gov](https://pay.gov).

To complete the electronic Form 8976, you will need to set up an electronic account with an email address, login ID and password. You will also need the following information about your Kiwanis club:

1. Business name (usually written as “the Kiwanis Club of \_\_\_\_\_”).
2. Address.
3. Employer Identification Number (EIN). If you do not already have this number, you must obtain it by filing Form SS-4 with the IRS before you can file Form 8976. See NOTE at right.
4. Date the club is organized or date of official EIN notification letter from the IRS.
5. State and country where your club was organized.
6. Filing year/month. This is the month your club's accounting period ends. For most Kiwanis clubs this would be September.
7. Statement of purpose of the club. This is usually a statement declaring whether the club wishes to operate as a social welfare organization, which is the classification of a Kiwanis club with the IRS.

### NOTE

All Kiwanis clubs are required to send their EIN to Kiwanis International, c/o Finance Department, 3636 Woodview Trace, Indianapolis, IN 46268. Upon receipt, it will be reported to the IRS so the club can be included in the 501(c)(4) Group Exemption filing.

The IRS will automatically supply a confirmation when you submit the required information. Maintain the confirmation for your records.

**Please note that this is a one-time filing for new club. For additional information, go to [irs.gov/ss4](https://irs.gov/ss4).**

## THINGS TO TELL YOUR SUCCESSOR

As the outgoing club treasurer, you play a vital role in ensuring a smooth financial transition. Your goal is to maintain accuracy, transparency and continuity for the club's financial health. Share these important points:

**Leadership starts early.** Encourage your successor to build trust with members by being transparent and approachable. As the new Kiwanis year approaches, they should communicate regularly with the president, secretary, and board to stay aligned on budgets, dues and upcoming expenses.

**Be honest about challenges.** Share what worked well and what didn't. Explain any recurring financial issues you faced — such as late dues, budgeting shortfalls or reporting delays — and offer practical advice for handling them. This insight will save time and prevent repeated mistakes.

**Embrace improvement.** Let your successor know it's okay — and encouraged — to identify more efficient ways of doing things. Positive change that strengthens systems, saves time or improves communication should be welcomed. Progress happens when thoughtful improvements build on what already exists.

**Focus forward.** Remind your successor that success comes from planning ahead, not dwelling on the past. Encourage them to use past experiences as lessons but to keep the emphasis on future goals such as funding service projects and maintaining reserves.

**Professionalism matters.** The treasurer represents the club in all financial dealings. Accuracy, timeliness and clear communication in reports and transactions reflect well on the club and strengthen its reputation in the community.

Find a succession planning guide at [kiwanis.org/treasurer](https://kiwanis.org/treasurer).





# 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

The membership chair works with everyone in the club to help create an enjoyable experience that is also appealing to prospective members. They serve as the primary face and voice for the club's membership activities. Their role is to ensure that every member is engaged and feels valued in the Kiwanis experience.

## PREFERRED 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.
- Communication.
- Networking.

### 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.

For resources to support this role, visit [kiwanis.org/club-toolbox](http://kiwanis.org/club-toolbox).

## 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.
- Coordinate with the president to conduct the annual member satisfaction and community surveys.
- Provide regular membership updates 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 flexible membership 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.
- Report membership growth progress to club board monthly.

# 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. Set stretch goals for recruitment and retention.

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 shake hands (or greet and give your full attention in a virtual environment).
- Show you're genuinely happy to meet them.
- Show interest — ask questions and actively listen.

Introduce Kiwanis simply:

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

### THINK ABOUT IT

How were you originally invited to join Kiwanis?

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

# Create your club's membership journey

## WHAT RECRUITMENT TACTIC IS BEST FOR YOUR CLUB?

### Two for Two

*Goal of adding at least 12 members annually*

The club begins the year by identifying 24 people in its community to recruit. The club is divided into teams of two for each month. During their assigned months, each of these teams visits two of the prospective members and asks them to join the club. The goal: Convert at least one prospective member each month to a new member — at least a 50% success rate.

Available online tools:

- [Two For Two guide](#).
- [5 easy steps to begin](#).
- [Value of membership](#).
- [Making Two For Two fun](#).
- [Make Two For Two work for you](#).

### Club boost

*Goal of at least 15 members per club boost*

A boost can be done with district or division help or with assistance from Kiwanis International in a Facebook marketing campaign. A club prepares for a week of intense recruiting by making sure the club prepares for new members, creating a list of potential members, setting appointments and being trained. The weeks leading up to the boost will preferably have a Facebook campaign advertising the informational meeting following the recruitment week. During the recruitment week, members of the club – along with experienced members from outside the club – canvas the area by recruiting prospective members at appointments, following up on referrals and conducting pop-in visits.

Available online tools:

- [Club boost timeline and checklist](#).

### Open house

*Goal of adding at least 10 members per open house*

A large event is planned to invite potential members with the objective of recruiting them at the event. This event is traditionally a special club function; however, a service project or fundraiser can create a stronger reason for the individual to join. This event is well planned, advertised and prepared for maximum impact.

Available online tools:

- [Host an open house](#).
- [Roster analysis](#).

## Guest days

*Goal of adding at least 5-10 members per guest day*

Guest days are similar to the Open House, with the same type of preparation; however, it consists of smaller events, each targeted at a specific audience. These audiences could be educators, ministers, nonprofits, partners, etc. Clubs that typically host guest days schedule them on a regular basis, such as quarterly or semi-annually.

Available online tools:

- [Search “guest days.”](#)
- [Roster analysis.](#)

## reMember

*Goal of adding at least 25% of former members still residing in the area*

This is a series of tactics used to reconnect with former members of the club. Options can consist of starting a satellite group for those whose scheduling does not allow for regular meeting attendance, having a special guest day targeted to past members, creating an online component to the club for members whose lifestyle is more conducive a club they can join virtually from anywhere, promoting corporate memberships, etc.

Available online tool:

- [Search “recruiting former members.”](#)

## Satellite members

*Goal of hosting at least 7-10 members or increasing existing satellite membership*

Satellite membership is ideal for someone who cannot make regular meetings. Often satellite members become a group that meets separately from the main club. These groups can act either as a committee of the main club or more independently, depending upon how it is set up. For more information view the satellite member tools on the website.

Available online tool:

- [Welcoming satellite members](#)

## Improving existing recruitment efforts

*Goal of increasing last year's results by at least 20%*

Many clubs already host amazing recruiting events that are not listed above. These are generally specific to the local club and culture. The club is asked to continue hosting these events — while challenging itself to increase its effectiveness by at least 20% over the previous year.

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

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

# Focus on recruitment

## TIPS TO REJUVENATE YOUR CLUB

- Review the ACE Tool "Hosting Potential Members."
- Make sure your club has a **membership application posted on your website**. And look into using PayPal or electronic fund transfers to accept dues.
- Remind your club president to encourage 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!")
- As you invite people to meetings and service projects, research your area's population to make sure your club reflects its **diversity**.
- Search and connect with a guest on **LinkedIn** prior to the meeting. Ask club officers to do the same after the meeting.
- Determine if there are **entrepreneurial hub spaces** in your community where young professionals gather to share ideas and resources. See if you can speak to a group of them about community service opportunities.
- Establish an **annual community service mixer** for members of various groups targeting young professionals area and invite them to check out Kiwanis.
- Provide every featured speaker and guest with information about your club and Kiwanis membership during your club meetings.
- Scan local business news resources. Invite **owners** of recently opened businesses and **new nonprofit executives** to attend one of your club meetings. Allow them to make a two-minute plug (and make sure you provide them with club and Kiwanis membership information).
- If you learn of area Kiwanis clubs that have chosen 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 in your area, schedule an appointment with their leadership teams and let them know how their residents might benefit from forming a satellite club.

### 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. Celebrate their accomplishments during your club meeting and in your club news. Send them a handwritten note of thanks.

# 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 group of satellite members reaches 15 members or more, it can consider petitioning for its own charter.
- Satellite members may plan their own service projects or join in those of the home club.

## 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.
- Corporate members may have the same dues amount or the club can determine a dues structure that supports advertising at club events.

### 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 create teams and "compete" against each other. Others make it a contest for individual recognition. Whatever you choose, 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.

## 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. You can make this a fun activity at a club meeting. 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 rely on active, up-to-date social media to understand who you are and what you do. 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. Visit [kiwanis.org/members/branding-marketing/social-media-assets/](http://kiwanis.org/members/branding-marketing/social-media-assets/) to find social media advertisement resources.

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](https://www.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. Their mentors may be their sponsors or someone they just met. Mentors can help new members connect their interests with club activities. Mentoring guides can be found on [kiwanis.org/members/membershipcommittee](https://www.kiwanis.org/members/membershipcommittee).

### 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 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 and engaged, ask 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.
- Assign a club member or two to call others on birthdays and Kiwanis anniversaries — remind them they are valuable to supporting the needs of the community and thank them for their service.
- Conduct a fun meeting to celebrate the club's members and accomplishments.

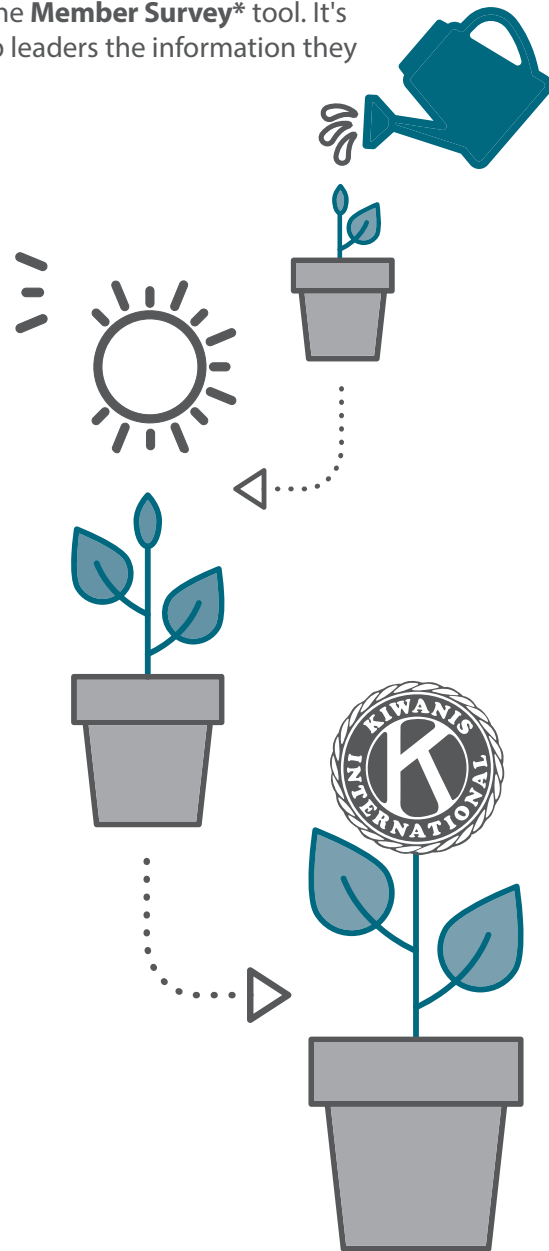
Sometimes you can feel the lack of energy when you walk into the room. If this describes your club, find out why. Start by surveying members with the **Member Survey\*** tool. It's a simple way to give members a voice — and to give club leaders the information they need to make meaningful change.

### 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. Ask the person's sponsor or a member who is close to the person to contact them.

### REVIEW

What strategies and resources are available for retaining current members?



\*One of several Achieving Club Excellence tools available online at [kiwanis.org/acetools](https://www.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.
- **Add social events.** Include at least one monthly social activity outside the club meeting.

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](https://www.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.

Visit [kiwanis.org/members/awards-recognition/](https://www.kiwanis.org/members/awards-recognition/) to find more information on membership awards.

## 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

## PERSONAL CONNECTIONS ARE VITAL

- 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 SLPs 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" their parents to participate in Kiwanis activities. Thank the spouses of club officers as well.
- As **Mother's Day and Father's Day** approach, design a club meeting program that will appeal to your members' children and invite them to attend, so you can thank their parents and show how they help other kids.
- 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** (such as signing holiday cards for military families) during your club meetings to remind those who aren't all that involved in your signature service project that they can contribute in smaller ways throughout the year.
- 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; consider adding the surviving spouse as an honorary member.
- Establish an annual "Kiwanis Celebration of Service Leadership" program each spring, inviting officers of SLPs your club sponsors to attend; have representatives of each SLP participate in a panel discussion where they share observations from the previous year.
- To modernize club meetings, play **YouTube videos of kids singing patriotic songs** during meetings.
- Take 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. 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.
- 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 invite them to make their payment.

# 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, a free club website 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?

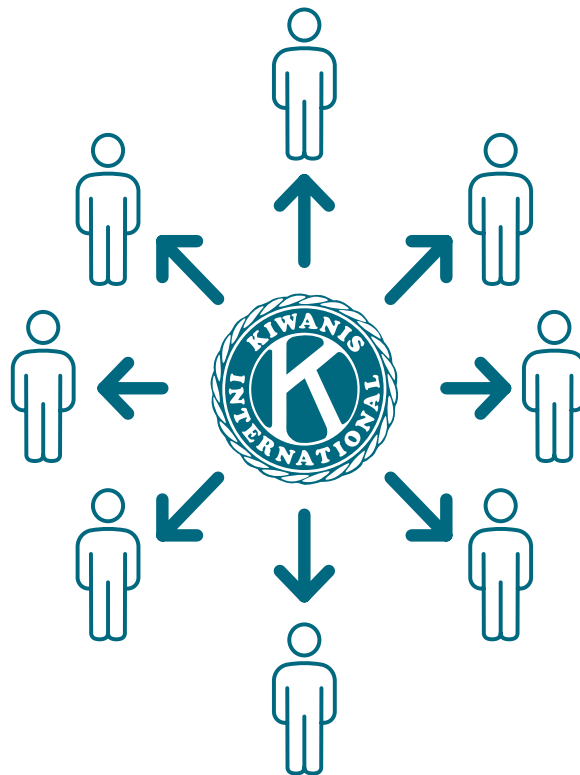


## BRANDING

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. To help your club get started with Kiwanis apparel, visit [kiwanis.org/store](http://kiwanis.org/store).



# Focus on relevancy

## TIPS TO REJUVENATE YOUR CLUB

- Keep your club's web site current, with plenty of **photos and testimonials** from members and people your club has impacted out in your community.
- Ask your SLP-connected schools to list your club as a **community partner on their web site** and see whether you can write about the SLP's service projects for the school district's newsletter.
- Ask the schools your club partners with on SLPs to consider an annual "**Kiwanis Community Service Award**" honoring students who have helped others.
- Establish an annual "**Kiwanis Spotlight on Children & Youth Summit**," serving as the convening group for a panel discussion spotlighting various youth-oriented organizations.
- Seek **free publicity** about your club by contacting various weekly free publications distributed in local stores.
- 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 photos at your club's special events and presentations.
- 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.
- Hold a candle-lighting ceremony at the end of the calendar year in memory of club members who passed away during the year; research obituaries to find local family members and invite them to attend. (They may even be interested in joining as a legacy member.)
- Ask longtime SLP faculty advisors to be **honorary members** of your club.
- 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 see what Kiwanis is all about.







# RESOURCES

# RESOURCES

As a club leader, it's your job to keep your club healthy and your members engaged. Use these tools to recognize achievements, raise funds and maintain your club's good health. Find more helpful resources online at [kiwanis.org/club-toolbox](https://www.kiwanis.org/club-toolbox).

## Awards and recognition programs

Take time to celebrate contributions and achievements. It's a great way to let members know that you appreciate them — and it helps keep your club motivated throughout the year. Explore a variety of helpful resources at [kiwanis.org/awards](https://www.kiwanis.org/awards).

### Club awards

Make running your club fun and rewarding by recognizing members' hard work and accomplishments. It's also thoughtful to share a small gift with guests and speakers. Find ideas for recognition and awards at [kiwanis.org/awards](https://www.kiwanis.org/awards). Looking for items to give? Check out the selection of Kiwanis-branded items at the Kiwanis Family Store ([kiwanis.org/store](https://www.kiwanis.org/store)).

### District awards

Your district will have a suite of awards and recognition opportunities for your club and its members. Look for them on your district website, at district and division conferences and in materials provided by your district office. Contact your district for details.

### Kiwanis International awards

Your club and its members can earn recognition from Kiwanis International too. Some awards honor achievements, and others honor clubs and individuals for financial contributions. Visit the websites listed in each section to stay up to date on the latest recognition opportunities. There's almost always something new!

### For members

- Life Member status.
- Ruby K pin (for inviting five or more new members).
- Distinguished member award.
- Kiwanis Children's Fund George F. Hixson Fellowship (for contribution of US\$1,000 to the Children's Fund).
- G. Harold Martin Fellow (for contribution of US\$250 to the Key Club Youth Opportunities Fund).
- Carthage-Pullman Society Fellow (for contribution of US\$250 to the Circle K Tomorrow Fund).
- Sapphire Circle Honorary Fellow (for contribution of US\$1,000 to the Circle K Tomorrow Fund).

### For the club

- Sponsor banner patch (for K-Kids, Builders Club, Key Club, CKI or Aktion Club).





## Branding and public awareness

Your club is part of something big. Kiwanis is a global organization with clubs in more than 80 countries — and it's a global brand that every Kiwanis club and every Kiwanis member shares. When you're promoting your club in your community, be sure you're using the most current Kiwanis International branding. That way, everything you do will also support your fellow Kiwanians and their clubs around the world. The more we share our brand, the more we can do for children in our own communities and around the world.

You can find resources to support your club's public awareness efforts, download logos and access our latest brand guide at [kiwanis.org/brand](https://www.kiwanis.org/brand).



## Kiwanis International's governing documents

Kiwanis International's governing documents guide Kiwanis leaders at the club, division and district levels. They include the Kiwanis International Bylaws, Kiwanis International Board Policies and Procedures, the Standard Form for District Bylaws and the Standard Form for Club Bylaws.

The Kiwanis International Bylaws can only be amended by the House of Delegates at the Kiwanis International convention (though some provisions

can be amended at a meeting of the Kiwanis International council). The Kiwanis International board can revise Policies and Procedures at any time. The Standard Forms for Club Bylaws and District Bylaws are generally revised only in accordance with amendments to the Kiwanis International Bylaws, though the board can revise them at any time, if deemed necessary.

The most current version of each document is available at [kiwanis.org/governance](https://www.kiwanis.org/governance).

## Club status

### "In good standing"

To be a club in good standing, a Kiwanis club must comply with these standards, as defined by the Kiwanis International Board of Trustees:

- A. Comply with all applicable provisions of the bylaws, policies, and procedures of Kiwanis International, its district, and its region (if any).
- B. Comply with the current Standard Form for Club Bylaws, modified as approved by the Kiwanis International Board.
- C. Implement community-service projects, including those that support Young Children: Priority One.
- D. Sponsor or support a Kiwanis Kids program, Builders Club, Key Club, CKI club, Aktion Club or Kiwanis Junior club (where possible).
- E. Maintain an active, privileged and senior membership of not less than fifteen (15); set a goal of a net increase of at least one (1) member per year; and stage pre-induction orientation and formal induction of new members.
- F. Pay dues, subscriptions and other obligations to Kiwanis International, its district and its federation (if any), within ninety (90) days after such amounts are due.
- G. Meet at least twice monthly with a well managed, informative and fun club meeting which contains an informative program and follows a timed agenda.

- H. Schedule board meetings at least once a month.
- I. Monies received from fundraising projects in which the public participates, or from members or others for the service activities sponsored by the club, shall be segregated from the administrative funds and shall be used only for charitable, educational, religious and eleemosynary activities.
- J. Complete the annual club organization, including the election and reporting of officers and the appointment of committees.
- K. Have club officers participate in club leadership education.
- L. Participate in district and division activities, including the fulfillment of its club delegate obligation to district conventions.
- M. File all reports as required by Kiwanis International and by the district and federation (if any).

To stay up to date on the bylaws, policies and procedures of Kiwanis International, go to [kiwanis.org/kiwanis-international-bylaws-policies-and-procedures](http://kiwanis.org/kiwanis-international-bylaws-policies-and-procedures).

### Clubs not current with financial obligations

#### A. Charter suspension

When a club fails to pay its international, district, or federation financial obligations exceeding US\$150 billed by and payable to Kiwanis International within ninety (90) days after such amounts are due, the club shall be considered not current with its financial obligations and placed on charter suspended status.

#### B. Club delegate representation prohibited

A club not current with its financial obligations or having outstanding dues obligations is not entitled to be represented by delegates at any district, federation (if any), or international conference or convention.

#### C. Written notice and status report

A notice of and reasons for not being current with its financial obligations will be sent no later than one hundred and twenty (120) days after the indebtedness is due to the last reported president and secretary of the club by the executive director or designee, and copies shall be sent to the district.

#### D. Charter revocation

When a club fails to pay its international, district or federation financial obligations to Kiwanis International within eight (8) months after such amounts are due, under the International Bylaws, the club charter shall be revoked at the next Kiwanis International board meeting. Whenever the Kiwanis International board shall direct revocation of a club charter for nonpayment of financial obligations, the club's last reported president and secretary shall be notified immediately of such action by the Executive Director or designee, and copies shall be sent to the district. The club's last reported president and secretary and the district shall be informed of the pending charter revocation two (2) months prior to the charter revocation date.

#### E. Return to "in good standing" status

If, at any point in this process prior to charter revocation, the club pays its full indebtedness, the club shall then be returned to "in good standing" status and shall be so notified by the Executive Director or designee.

### Clubs at risk for low membership

#### A. Conditions and notice

Within thirty (30) days after the September 30 certified membership is released, the executive director or designee will notify each district of the clubs in their district whose September 30 certified membership is below fifteen (15). Such clubs will be considered at risk.

#### B. Assistance

During the period a club is deemed to be at risk, Kiwanis International and/or the district will provide membership development programs to assist the club in the process of increasing its membership to a level wherein the club can function fully and fulfill its responsibilities of a club as required.

# Reports, verifications and forms for the administrative year

Some reports and verifications that are to be filed by the president and/or secretary during the administrative year are listed below.

## REQUIRED

	DONE BY	PURPOSE	DUE
<b>Annual report of club election</b>	Secretary	To notify Kiwanis International and the district of club officers for the coming administrative year. Information will appear in the Kiwanis International directory.	June 1
<b>Annual club report</b>	President and Secretary	To report club activities and service for the year.	November 30
<b>Membership information form</b>	Secretary	To add, delete or transfer a member, or to change member information. For information, go to Kiwanis Engage and edit the club roster.	Submit to Kiwanis International immediately upon completion.
<b>Club president/ secretary change notification</b>	Secretary	Notification is made through Kiwanis Engage.	Submit to Kiwanis International immediately upon change of president/ secretary information.
<b>Federal Income Tax Report Form 990/990-N/990-EZ</b>	Treasurer (U.S. clubs only)	Assistance is available from the local IRS center or the district Kiwanis office. The IRS has the authority to charge a penalty for failure to file or for filing late.	February 15

## OTHER

	DONE BY	PURPOSE	DUE
<b>Official monthly report</b>	Secretary	To report administrative and service activities of the club during the month. For more information, go to Kiwanis Engage.	10th of every month
<b>District convention delegate certification and registration</b>	Attendees	To register convention attendance and reserve accommodations. Contact your district office with any questions.	Follow due date instructions on form.
<b>Kiwanis International convention delegate certification</b>	Attendee or Secretary	File a certification form to Kiwanis International by April 30 for delegates attending the Kiwanis International convention. Your club secretary can file this via Kiwanis Engage, or a fillable PDF is available for download at <a href="http://kiwanis.org/convention">kiwanis.org/convention</a> .	April 30
<b>Kiwanis International convention registration and housing</b>	Attendees to convention	To register convention attendees and reserve hotel accommodations. Registration and housing forms are sent in the December issue of the Kiwanis magazine and are also available at <a href="http://kiwanis.org/convention">kiwanis.org/convention</a> .	Follow due date instructions in the memo received.
<b>Annual report for not-for-profit corporations</b>	Secretary	In some areas (states, provinces, countries), a not-for-profit corporation such as an incorporated Kiwanis club is required to file an annual report. Check with a local tax attorney or appropriate governmental officer to determine whether this applies to your club.	Varies
<b>Reports to government bodies relative to employee coverages</b>	Secretary or Treasurer	In some areas, governmental bodies require employers' (including Kiwanis clubs that employ administrative secretaries, etc.) reports and payments and Federal Unemployment Tax reports for certain employees. Requirements vary from country to country. Check local governmental offices.	Varies
<b>U.S. revenue act regarding fundraising solicitations</b>	Fundraising chair (U.S. clubs only)	Legislation requires that any fundraising solicitation by or on behalf of Kiwanis clubs and Kiwanis districts must include an express statement that contributions or gifts to (insert club name) are not deductible as charitable contributions for federal income tax purposes. The statement must be in a conspicuous and easily recognizable format on all solicitations, whether in written or printed form, by television or radio, or by telephone.	Before any fundraising activity

# Kiwanis Youth Protection Policies and Procedures

Kiwanis Youth Protection Policies can be found at [kiwanis.org/youthprotection](https://www.kiwanis.org/youthprotection) and in the Kiwanis International Policies and Procedures as Procedure 432.

All Kiwanis clubs and members are to follow and annual review the policies. Policies and guidelines specific to SLP district administrators, faculty advisors, Kiwanis advisors, members and non-member chaperones' roles are outlined. All of these roles should be held to the highest standard of accountability when keeping youth safe from abuse and harm.

In addition to youth protection policy, we offer education and training resources, including:

- A youth-protection club training slide deck.
- Frequently asked questions about who needs a Kiwanis background check and how to obtain one. Background checks are good for two years.
- Instructions how to access Praesidium Academy youth protection and child abuse prevention online courses required by SLP leaders.
- Information about Kiwanis International's dedicated, confidential Youth Protection Helpline (1-866-7233), which is available 24/7 to report any abuse or policy violations to the Kiwanis Youth Protection staff or to a trained professional.

For questions regarding background checks, email [backgroundchecks@kiwanis.org](mailto:backgroundchecks@kiwanis.org).

For youth protection policy and training questions, email [youthprotection@kiwanis.org](mailto:youthprotection@kiwanis.org).

Visit [kiwanis.org/youthprotection](https://www.kiwanis.org/youthprotection) to stay up to date on the current policies.

Updated October 2025













**Kiwanis**<sup>®</sup>

3636 Woodview Trace, Indianapolis, IN 46268 USA  
U.S. & Canada: 1-800-KIWANIS, ext. 411 Worldwide: +1-317-875-8755  
[kiwanis.org](http://kiwanis.org)