Defining statement

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

Core purpose and values

PURPOSE
• To improve lives through leadership and service worldwide

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

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

One copy is provided to each secretary, treasurer, president and lieutenant governor. Please provide copies of applicable pages to other club leaders as needed. Download and print additional copies of the guide from www.Kiwanis.org.au. Look under the Tab Leadership & Divisions, Club Resources.

Leadership resources, including a monthly calendar of tasks and events, can be found under the Lead button on www.KiwanisOne.org.
<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Secretary</td>
</tr>
<tr>
<td>9</td>
<td>Treasurer</td>
</tr>
<tr>
<td>19</td>
<td>President</td>
</tr>
<tr>
<td>47</td>
<td>Lieutenant governor</td>
</tr>
<tr>
<td>69</td>
<td>Reference materials</td>
</tr>
<tr>
<td>91</td>
<td>Index</td>
</tr>
</tbody>
</table>
SECRETARY

Your diligence and passion for Kiwanis inspired your fellow Kiwanians to give you one of the most important jobs in your club. By maintaining accurate membership records, keeping official meeting minutes and making connections in the community, you’ll keep your club energized and engaged. And your club’s leadership team will be stronger and more efficient, thanks to your communication skills and savvy.

“The world is so fast that there are days when the person who says it can’t be done is interrupted by the person who is doing it.”

—Anonymous

Find more resources online at www.KiwanisOne.org.
SECRETARY

The secretary’s role in handling club affairs, while working closely with the president and board of directors, enables the club to run smoothly.

Club bylaws provide that the secretary is an officer of the club and a member of the board of directors, entitled to participate in all board discussions and eligible to vote on any question put to vote by the presiding officer. Basic duties are prescribed in the Standard Form for Club Bylaws, Article VI.

ROLE: Secretary
SUPPORTED BY: President, board of directors and lieutenant governor

ROLE SUMMARY: Handles club affairs and ensures club operations run smoothly. The secretary works closely with the president and board of directors. The secretary is responsible for the management of all club records and must be ready to document the details important to running a smooth club operation. Included in managing club records is keeping minutes and attendance at all club and board meetings.

QUALIFICATIONS:
A proven leader with the ability to:
- Document meeting events in the form of minutes
- Track membership and other useful information
- Report changes in membership and submit correspondence and all official reports to Kiwanis International and the District Secretary in a timely manner
- Work closely with the president and board of directors
- Manage time
- Build relationships with community leaders
- Lead by example
- Facilitate change
- Use Microsoft Office software

RESPONSIBILITIES:
- Manage and maintain club books and records, including membership and attendance.
- At all times, make the club books and records available for inspection by the president, the board of directors or any authorised auditors.
- Keep minutes of the meetings for the club, board and committees.
- Present all bills to the board for approval.
- If possible attend the Annual Club Leadership Workshop (CLE) with the president.
• Submit to the proper officers, committees or members all communications received from Kiwanis International or the district.
• Promptly reply to correspondence and submit all official reports required by Kiwanis International or the district.
• Submit reports to the club at such times as the president and board may require.
• Submit reports (i.e. monthly/quarterly reports) to district as required.
• Perform other duties and responsibilities that usually pertain to such office or as may be assigned by the president or board.
• Order merchandise from the District Supplies Officer or the Kiwanis Family Store.
• Give bond in such form and amount as may be required by local regulations.
• Fulfill all other duties documented in the Standard Form for Club Bylaws.

**FILES TO BE MAINTAINED BY THE SECRETARY:**

- Board correspondence
- Committee correspondence
- Convention information
- District correspondence
- District newsletters
- Kiwanis International correspondence
- Lieutenant governor correspondence
- Membership correspondence
- Miscellaneous correspondence, records, etc.
- Official bulletins from Kiwanis International
- President’s correspondence
- Service Leadership Programs documents and communications
- Kiwanis Supplies catalogues and copies of orders
PERMANENT FILES TO BE MAINTAINED BY THE SECRETARY:

These files contain records that must either (1) be passed on to the succeeding secretary, or (2) be passed on to the custodian of the club’s permanent records. Examples of permanent records are:

- Official documents and reports related to club organisation and incorporation,
- Official documents and reports related to any club foundation,
- Financial reports and cancelled cheques,
- Lists of officers and chairmen,
- Entry and deletion dates of former members and any other items that have historical significance.

- Annual club reports of past years
- Board meeting minutes
- Club newsletters
- Club bylaws
- Club meeting minutes
- Former members’ entry and deletion dates
- Historic information and materials
- Legion of Honor recognitions
- 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
- Invoices
The board of directors of the Kiwanis Club of ________________________________
met at ______________________________________ on ______________________
the meeting was called to order by __________________________________________
and the following board members were present: __________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
Others present:__________________________________________________________________________

<table>
<thead>
<tr>
<th>Business</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval of minutes of previous meeting</td>
<td></td>
</tr>
<tr>
<td>Treasurer’s report</td>
<td></td>
</tr>
<tr>
<td>• Administrative account</td>
<td></td>
</tr>
<tr>
<td>• service account</td>
<td></td>
</tr>
<tr>
<td>Reports of standing and special committees</td>
<td></td>
</tr>
<tr>
<td>Unfinished business</td>
<td></td>
</tr>
<tr>
<td>New business</td>
<td></td>
</tr>
<tr>
<td>Club evaluation</td>
<td></td>
</tr>
<tr>
<td>Division business</td>
<td></td>
</tr>
<tr>
<td>District business</td>
<td></td>
</tr>
<tr>
<td>International business</td>
<td></td>
</tr>
<tr>
<td>Adjournment</td>
<td></td>
</tr>
</tbody>
</table>
### Sample agenda

<table>
<thead>
<tr>
<th>PERSON RESPONSIBLE</th>
<th>START TIME</th>
<th>END TIME</th>
</tr>
</thead>
</table>

#### Opening ceremony
*(This may include a song, an inspirational thought or a simple welcome.)*

<table>
<thead>
<tr>
<th>PERSON RESPONSIBLE</th>
<th>START TIME</th>
<th>END TIME</th>
</tr>
</thead>
</table>

#### Introductions
*(Visiting district and division officers, new members, inter-clubs, other guests)*

<table>
<thead>
<tr>
<th>PERSON RESPONSIBLE</th>
<th>START TIME</th>
<th>END TIME</th>
</tr>
</thead>
</table>

#### Communications received

<table>
<thead>
<tr>
<th>PERSON RESPONSIBLE</th>
<th>START TIME</th>
<th>END TIME</th>
</tr>
</thead>
</table>

#### Announcements
- Board Actions
- Projects
- Meetings

<table>
<thead>
<tr>
<th>PERSON RESPONSIBLE</th>
<th>START TIME</th>
<th>END TIME</th>
</tr>
</thead>
</table>

#### Committee chairmen reports

<table>
<thead>
<tr>
<th>PERSON RESPONSIBLE</th>
<th>START TIME</th>
<th>END TIME</th>
</tr>
</thead>
</table>

#### Recognition of members
- Induction ceremony
- Awards received
- Newspaper publicity
- Birthdays
- Anniversaries
- Club achievements
- Extend greetings to visitors expressing appreciation for their attendance

<table>
<thead>
<tr>
<th>PERSON RESPONSIBLE</th>
<th>START TIME</th>
<th>END TIME</th>
</tr>
</thead>
</table>

#### Presentations
- Certificates and other awards

<table>
<thead>
<tr>
<th>PERSON RESPONSIBLE</th>
<th>START TIME</th>
<th>END TIME</th>
</tr>
</thead>
</table>

#### Education spot

<table>
<thead>
<tr>
<th>PERSON RESPONSIBLE</th>
<th>START TIME</th>
<th>END TIME</th>
</tr>
</thead>
</table>

#### Program
- Introduction
- Program
- Thanks
- Extend appreciation to visitors for attending

<table>
<thead>
<tr>
<th>PERSON RESPONSIBLE</th>
<th>START TIME</th>
<th>END TIME</th>
</tr>
</thead>
</table>

#### Adjournment

<table>
<thead>
<tr>
<th>PERSON RESPONSIBLE</th>
<th>START TIME</th>
<th>END TIME</th>
</tr>
</thead>
</table>
Annual club meeting (election of officers)

Guidelines

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

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

Schedule
As prescribed in club bylaws: The president appoints a nominating committee at least five weeks in advance and announces names of appointees at a regular meeting (XII, 3).

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

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

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

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

How nominations are made
1. By the nominating committee

   President: “We will have the report of the nominating committee.”
   Chairman of the nominating committee: “The nominating committee submits the following nominations: For president, Bob Adams; for vice president...” (etc., for each office to be filled following the order listed in Article VI, ending with directors to be elected).

2. From the floor

   President: “For president, Bob Adams is nominated by the nominating committee. Are there any further nominations for president?”
   Member: “I nominate Shanice Walker.”
   President: “Shanice Walker is nominated. Are there any further nominations for president?”

   If there are no further nominations for president:
   President: “If not, nominations for president are closed.” (The same procedure is followed until all nominations from the floor for all officers and directors are completed and nominations are closed.)
VOTING PROCEDURE
For any office in which there are more nominees than vacancies, the Standard Form for Club Bylaws (XII, 2) provides that “voting shall be by ballot and shall not be cumulative.” The president announces the offices to be filled and the candidates who have been nominated. Candidates must receive majority of votes cast to be elected. If additional balloting is required for this to happen, bylaws prescribe the procedure.

Kiwanis clubs may make available to each member in good standing the option to vote electronically or by paper ballot for annual club officer elections.

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

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

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

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

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

Note: Depending upon your own bylaws, the secretary must either (1) be elected at this annual meeting, or (2) be elected within one week after the annual meeting by the officers and directors who will constitute the board of directors the following year. (See XII, 7, and the explanatory note to XII, 1.)
“It’s easy to make a buck. It’s a lot tougher to make a difference.”

—Tom Brokaw, American television journalist and author
TREASURER

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

Your basic duties are prescribed in the Standard Form for Club Bylaws, Article VI. Duties assigned to the treasurer may vary slightly among clubs. The secretary is responsible for collecting all funds due to the club and for keeping the records of membership fees and dues, unless these responsibilities are delegated to the treasurer.

ROLE: Treasurer
SUPPORTED BY: President, secretary, and board of directors
ROLE SUMMARY: Coordinates the collection and disbursement of money. Accurate record keeping is imperative in this position.

QUALIFICATIONS:
A proven leader with the ability to:
- Coordinate all bookkeeping and accounting for the club and keep club accounts accurate
- Manage time
- Work closely with the club secretary and president
- Build relationships with community leaders
- Lead by example
- Facilitate change
- Use Microsoft Office software

Accounting and/or bookkeeping experience is helpful, but not required.

RESPONSIBILITIES:
- Receive all funds paid to the club and promptly deposit them in the official depositories.
- Disburse funds on order of the board of directors.
- Maintain the club financial accounts and records.
- At all times, make available for inspection by the president, the board or any authorised auditors, the financial accounts and records of the club.
- Make a financial report to the board monthly, at the annual meeting of the club and at such other times as the president or board may require.
• Perform such other duties and responsibilities as usually pertain to such office or as may be assigned by the president or board.
• Prepare and disburse membership invoices to members.
• Reconcile cash accounts on a monthly basis.
• Give bond in such form and amount as may be required by local regulations.
• Prepare for distribution to all members an annual summary statement of income and expenditures so they may have a clear idea how funds are used and of the club’s financial status at the end of the administrative year.
• Guide the board in preparing an annual budget prior to the start of the fiscal year.
While a club may have the need for several separate accounts, every club needs to maintain a minimum of two: the administrative account and the service account (often also known as a projects or welfare account).

The administrative account is for all administrative expenses of the club. The majority of these funds come from annual club dues, meeting meals (if applicable) and membership fees from new members. Generally, money from any activity in which only members participate is deposited into the administrative account. On occasion, there may be an assessment of the membership made under the provisions of Article XVIII, Section 2, of the club bylaws. Such income may be used for any purpose the club desires.

The service account is for the service programs of the club. Basically, the income for this account is derived from fundraising projects in which the public participates or from designated contributions. Article XVIII, Section 3, of the club bylaws stipulates: “Monies received from fundraising projects in which the public participates, or from members or others, for the service activities sponsored by this club shall be segregated from the administrative funds of this club and shall be used only for the charitable, educational and eleemosynary activities of the club.” In addition, some fundraising projects in which only members participate, but designated by the board as a service fundraising project, may also go into the service account. An example of such fundraising projects might include raffles at a club meeting.

The service account covers expenses for all club service activities, as well as all educational and charitable activities. The service account can also cover expenses associated with sponsorship of a Kiwanis Service Leadership Program (SLP).

<table>
<thead>
<tr>
<th>Administrative accounts receive income from:</th>
<th>Administrative accounts cover the expenses for:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Dues</td>
<td>• International and district dues</td>
</tr>
<tr>
<td>• Membership fees</td>
<td>• Conventions</td>
</tr>
<tr>
<td>• Meals (if applicable)</td>
<td>• Meals (if applicable)</td>
</tr>
<tr>
<td>• Assessments (as outlined in Article XVIII,</td>
<td>• Club newsletters (if applicable)</td>
</tr>
<tr>
<td>Section 2, of the club bylaws)</td>
<td>• Club programming expense</td>
</tr>
</tbody>
</table>
Service accounts receive income from:

- Fundraising projects in which the public participates (may be net of expenses)
- Fundraising projects in which only members participate but are designated by the board as a service fundraising project

Service accounts cover the expenses for:

- Club service activities
- Charitable and educational activities of the club
- Expenses associated with sponsorship of a Kiwanis Service Leadership Program

Remember:

- *Income from fundraising projects in which the public participates MUST go into the service account.*
- *Administrative and service accounts must be maintained and reported separately.*

Accounting system

Accounting systems will differ, depending upon services and equipment and qualifications of the treasurer. The club accounting system should meet these requirements:

- Identify all sources of income
- Identify all disbursements
- Be accurate so reports made by the president, secretary and treasurer agree as to the amount of dues received
- Permit the accurate billing of members
- Report the financial standing of each member at any time
- Enable the secretary to prepare a statement of delinquent members for the president or board (such information is strictly confidential)
- Additional reporting as per the requirements of local state, territory or federal laws.
The bylaws of every club require an annual audit of club accounts. The board of directors names the auditors. This does not have to be a certified audit; a committee of club members may conduct the annual audit unless this is a requirement under local state or territory rules of incorporation.

**Remember:**
- The audit is required by bylaws of every club.
- Auditors are named by the board.
- Club appointed auditors *may not* include the present secretary or treasurer.
- Club appointed auditors *may* include the incoming treasurer.

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

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

**Remember:**
You’ll need these tools as treasurer.
- Club cheque book/s
- Paid invoices file
- Cash receipts file (deposit records)
- Bank statements and reconciliations
- Treasurers reports
- Budget files
This sample financial report for the club’s administrative account is only intended as a guide and is condensed as to the listing of and detail in the accounts listed. Treasurers may adapt and expand the accounts as needed for their club.

**KIWANIS CLUB OF**

**MONTHLY FINANCIAL REPORT FOR MONTH ENDING**

<table>
<thead>
<tr>
<th>Administrative Income</th>
<th>BUDGETED AMOUNT</th>
<th>CURRENT MONTH</th>
<th>YEAR-TO-DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meals</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership fees (inductions)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest Income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Totals:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Administrative expenditures</th>
<th>BUDGETED AMOUNT</th>
<th>CURRENT MONTH</th>
<th>YEAR-TO-DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meals/guests</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meals/members</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secretary expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roster</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International dues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>District dues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New-member-processing fees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Club newsletter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delegates to:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International convention</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>District convention</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gifts and flowers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>President’s gifts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social activities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Installation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Totals:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Bank and cash</th>
<th>ADMIN ACCT</th>
<th>SERVICE ACCT</th>
<th>ALL FUNDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance summary:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning of the month</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current month income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less current month expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>End of the month</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total funds in savings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total funds in cheque account</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other investments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total cash &amp; investments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(should equal total balance of all funds)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

[15]
This sample financial report for the club’s service account is only intended as a guide and is condensed as to the listing of and detail in the accounts listed. Treasurers may adapt and expand the accounts as needed for their club.

**KIWANIS CLUB OF**

**MONTHLY FINANCIAL REPORT FOR MONTH ENDING**

<table>
<thead>
<tr>
<th>Service projects</th>
<th>BUDGETED AMOUNT</th>
<th>CURRENT MONTH</th>
<th>YEAR-TO-DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising activities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest Income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totals:</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Service project expenditures**

<table>
<thead>
<tr>
<th>Young Children: Priority One</th>
<th>BUDGETED AMOUNT</th>
<th>CURRENT MONTH</th>
<th>YEAR-TO-DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Club</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>District</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paediatric hospitals</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Youth services**

<table>
<thead>
<tr>
<th>Terrific Kids</th>
<th>BUDGETED AMOUNT</th>
<th>CURRENT MONTH</th>
<th>YEAR-TO-DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bringing Up Grades</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Read Around the World</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Service Leadership programs**

<table>
<thead>
<tr>
<th>Builders Club</th>
<th>BUDGETED AMOUNT</th>
<th>CURRENT MONTH</th>
<th>YEAR-TO-DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kiwanis Kids</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aktion Club</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Circle K</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Key Club</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Key Leader</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human and Spiritual Values</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International understanding</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising costs</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>District foundation</th>
<th>BUDGETED AMOUNT</th>
<th>CURRENT MONTH</th>
<th>YEAR-TO-DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>International foundation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total service project expenditures:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net service project fund activity:</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Bank and cash**

<table>
<thead>
<tr>
<th>Balance summary:</th>
<th>SERVICE PROJECT FUND</th>
<th>GENERAL ADM. FUND</th>
<th>SAVINGS &amp; INVESTMENTS</th>
<th>ALL FUNDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of the month</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current month income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Savings transfers (in/out)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>End of the month</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total funds in savings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total funds in cheque account</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total receivables:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
This sample report is suggested as an alternative format for a simple treasurer’s report. With page formatting, the entire report through the treasurer’s signature can be included on one page.

**KIWANIS CLUB OF**

**TREASURER’S REPORT FOR THE MONTH OF**

<table>
<thead>
<tr>
<th>ADMINISTRATIVE ACCOUNT</th>
<th>CURRENT MONTH</th>
<th>YEAR-TO-DATE</th>
<th>ANNUAL BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning balance</td>
<td>252</td>
<td>37</td>
<td></td>
</tr>
<tr>
<td><strong>Receipts:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dues &amp; initiation fees</td>
<td>875</td>
<td>875</td>
<td></td>
</tr>
<tr>
<td>Interest income</td>
<td>3</td>
<td>26</td>
<td>35</td>
</tr>
<tr>
<td>Raffles &amp; misc. receipts</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Total administrative receipts</td>
<td>3</td>
<td>901</td>
<td>910</td>
</tr>
<tr>
<td><strong>Disbursements:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guest meals</td>
<td>0</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>Secretary postage &amp; office expense</td>
<td>48</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Membership &amp; recruiting expense</td>
<td>0</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>International dues (7 x $50)</td>
<td>350</td>
<td>350</td>
<td></td>
</tr>
<tr>
<td>District dues (7 x $30)</td>
<td>210</td>
<td>210</td>
<td></td>
</tr>
<tr>
<td>District convention expense</td>
<td>75</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Total administrative disbursements</td>
<td>0</td>
<td>683</td>
<td>910</td>
</tr>
<tr>
<td>Ending balance administrative acct.</td>
<td>255</td>
<td></td>
<td>255</td>
</tr>
</tbody>
</table>

**SERVICE ACCOUNT**

| Beginning balance                    | 9,479         | 9,482        |               |
| **Receipts:**                        |               |              |               |
| Profits from rose sale               | 2,913         | 3000         |               |
| Profits from antique show            | 417           | 800          |               |
| Profit from Bunning’s BBQ            | 0             | 0            |               |
| Profit from blueberry sales          |               |              |               |
| Heart Kids Collection Tins           | 162           | 200          |               |
| Other: grants                        | 1,040         | 500          |               |
| Total service acct. receipts        | 4,532         | 4,500        |               |
| **Disbursements:**                  |               |              |               |
| District Charitable Trust            | 200           | 200          |               |
| Kiwanis International Foundation     | 600           | 200          |               |
| Boy Scouts                           | 290           | 200          |               |
| Girl Guides                          | 0             | 200          |               |
| Teener junior cricket team           | 640           | 640          | 600           |
| Country Fire Service                 | 100           | 0            |               |
| Hoffman Residential Care Residents   | 100           | 0            |               |
| Heat Kids                            | 100           | 100          |               |
| Read Around the World                | 900           | 3,147        | 2,000         |
| Key Leader scholarship               | 0             | 150          |               |
| Camp for disabled children           | 510           | 0            |               |
| Pedal Prix                           | 150           | 100          |               |
| Miscellaneous (Circle K)             | 238           | 750          |               |
| Total service acct. disbursements    | 1,540         | 6,075        | 4,500         |
| Ending balance service acct.         | 7,939         | 7,939        | 4,500         |
| Ending balance both accounts/Total cash balance | 8,194        |               | 8,194         |

Respectfully submitted, ____________________________________ Treasurer
Schedule of fundraisers

Sample format

Additional schedules can be created as required to suit the reporting needs of a club.

<table>
<thead>
<tr>
<th>FUNDRAISERS DETAIL</th>
<th>RECEIPTS</th>
<th>DISBURSEMENTS</th>
<th>PROFITS TO SERVICE ACCT.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rose sale</td>
<td>7,002</td>
<td>4,089</td>
<td>2,913</td>
</tr>
<tr>
<td>Antique show food stall</td>
<td>1,089</td>
<td>672</td>
<td>417</td>
</tr>
<tr>
<td>Bunnings BBQ</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blueberry sales</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Cheque request form

Sample format

KIWANIS CLUB OF __________________

REQUEST FOR CHEQUE OR MEMBER EXPENSE REIMBURSEMENT

Instructions: Use this form to initiate and document a disbursement from club funds when an invoice or other disbursement documentation describing a transaction is not available. Give to treasurer for disbursement action.

Pay to_________________________________

Amount _______._____  
For ___________________________________

Charge to:
   ____Administrative account  
   ____Service account  

Date_________________________Year____

By____________________________________  
Signature of member (other than treasurer)

For treasurer’s use:
Date paid________--_________Year____
Cheque number______________

KIWANIS CLUB OF __________________

REQUEST FOR CHEQUE OR MEMBER EXPENSE REIMBURSEMENT

Instructions: Use this form to initiate and document a disbursement from club funds when an invoice or other disbursement documentation describing a transaction is not available. Give to treasurer for disbursement action.

Pay to_________________________________

Amount _______._____  
For ___________________________________

Charge to:
   ____Administrative account  
   ____Service account  

Date_________________________Year____

By____________________________________  
Signature of member (other than treasurer)

For treasurer’s use:
Date paid________--_________Year____
Cheque number______________
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’re charged with developing servant leaders who’ll fulfil the Kiwanis mission at the club level and beyond. Prepare well, and you’ll be a leader who inspires, counsels and steers your club in the directions of growth and service.

“A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.”

—Sir Winston Churchill, former British Prime Minister

Find more resources online at www.KiwanisOne.org.
During the next 16 months, you will plan, organise and carry out a diverse set of responsibilities associated with your role as the club’s leader. Be assured that everyone in your club wants you to be successful. Most members will help you succeed if the tasks and expectations are clearly defined and reasonable, and if the members share appropriate interest and skill. Remember, “planning and preparation count” and “enthusiasm is catching.” Your basic duties are prescribed in the Standard Form for Club Bylaws, Article VI.

**ROLE:** President  
**SUPPORTED BY:** Board of directors and lieutenant governor  
**ROLE SUMMARY:** Serves as club leader by setting and implementing goals for improving the members’ club experience and increasing the impact of the club’s service in the community by adding new members to the club.

**QUALIFICATIONS:**
A proven leader with the ability to:
- Motivate and inspire volunteers  
- Empower and influence others  
- Manage time  
- Build relationships with community leaders  
- Facilitate club meetings  
- Lead by example  
- Facilitate change  
- Use Microsoft Office software

**RESPONSIBILITIES:**
- Establish a vision (or implement the stated vision) for the club and motivate and inspire club members to meet that vision.  
- Establish goals for the club, in consultation with the board of directors, including membership growth and community service goals.  
- Facilitate fun, educational and efficient club meetings. Ensure a quality speaker/program.  
- Ensure a successful club experience by providing a new-member orientation, surveying the members regularly (Club Excellence Tool), and maintaining high quality standards.  
- Ensure that the club is productive by leading the club to participate in a periodic Community Analysis and supporting Kiwanis-branded service projects and fundraising events that are meaningful to the members and the community. Fulfill sponsorship responsibilities to Service Leadership Programs.
• Organise an effective leadership team by appointing and training effective committee chairmen to focus on the club’s goals.
• Lead effective and efficient board meetings. Implement a succession plan for future leaders ensuring a seamless transition.
• Communicate regularly with club members to keep them informed about the business and activities of the club.
• Fulfill all other duties documented in the Standard Form for Club Bylaws.
Each club has official bylaws that are based on the Standard Form for Club Bylaws and have been approved by Kiwanis International. The Standard Form suggests several standing committees that all clubs should appoint. (If you cannot locate your club’s bylaws, you can request a copy from the Member Services Department at the International Office, 800-KIWANIS (toll-free number, US and Canada only), ext. 411, or 317-875-8755, ext. 411.)

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

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

**General duties of standing committees**

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

*The Committee on Community Services* should implement projects on the arts, business affairs, citizenship, civic improvement, community beautification, conservation, health, international understanding, literacy, public affairs, safety or help for senior citizens and disabled persons.

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

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

*The Committee on Membership Growth and Education* should strive to increase membership. The committee should consider all membership applications and submit its recommendations to the board of directors. The committee also should develop an effective orientation and induction ceremony for new members and promote regular attendance by all members at club meetings.
The Committee on Public Relations is responsible for helping to ensure that the public receives, through the media and other means, goals, programs and achievements of the club.

The Committee on Service Leadership Programs (SLP) shall devise ways and means to establish and support Kiwanis Kids programs in elementary schools, Builders Clubs in junior high or middle school, Key Clubs in high schools, Circle K International clubs in the universities and colleges and Aktion Clubs for adults with disabilities. It should encourage and promote the activities of all SLP clubs sponsored by the club. The committee should include the Kiwanis club advisors to sponsored SLP clubs.

The Committee on Young Children: Priority One should implement projects for children, prenatal through age 5. Projects can address maternal and child health, childcare, early development, nutrition, parenting education and support, advocacy, pediatric trauma or safety. Popular projects include encouraging literacy, assisting childcare and preschool programs, distributing the home safety checklist, conducting bicycle safety programs and assisting with immunization programs.

Selection and motivation of committee chairmen and special appointees

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

Motivation to action is enhanced when people have a clear definition of expectations and timelines and sufficient reminders, follow-up and praise. The general duties of committee chairmen on page 33 covers the basics you should discuss with each prospective chairman.

Special advisor to the president

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

The special advisor can be any Kiwanian with long service who understands the purpose and function of Kiwanis.

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

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

Discuss these steps with current president and secretary:

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

2. List all current special committees:

3. List all current special appointments:

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

5. List additional special committees that are needed during your term as president:

6. List additional special appointments that are needed during your term as president:

7. Review the general duties of committee chairman (see next page).

8. Provide a copy of the general duties when approaching candidates and making appointments.

9. Remember to give ongoing feedback and encouragement throughout the year.
The committee chairman is the key to effective committee functioning. Without leadership, the committee has no motivation or authority for functioning. Each committee chairman is to:

1. Call a meeting of the committee during August prior to the beginning of the administrative year. Agenda should include:
   a. Orienting committee members to area of responsibility, committee procedures and schedule for the coming year
   b. Reviewing basic materials received from the president-designate
   c. Considering special goals, requests or other communications from the president-designate
   d. Reviewing the activities and achievements of the committee during the past year
   e. Seeking suggestions from each person present on possible activities of the committee during the coming year
   f. (Service committees) Discussing methods by which the committee will become aware of community needs and opportunities related to its area of responsibility, preferably through completion of a community analysis
   g. Determining the amount of funds the committee needs in the forthcoming club budget
   h. Planning for specific activities that will be initiated in October

2. Call monthly meetings of the committee to ensure the implementation of activities agreed upon. Monthly agenda items should include:
   a. Reviewing communications received by the chairman and any member
   b. Reviewing and evaluating achievements since the past meeting
   c. Determining activities for the coming month
   d. Assigning responsibilities to committee members: who, when, where (The chairman does not need to direct every activity; any member can serve as a project chairman.)
   e. Reviewing and refining plans for the remaining months of the administrative year (Prior to October 1, the committee should develop a tentative 12-month plan of action and then adjust it as necessary at subsequent meetings.)

3. Submit written report to secretary and president by end of each month.

4. Attend each meeting of the board of directors and be prepared to report on committee plans and achievement.

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

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

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

Club president-elect/vice president

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

DUTIES AND RESPONSIBILITIES:

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

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

Attendance at the division education conference, division council meetings and district and international conventions will help prepare the president-elect to assume the leadership role of president.
The board of directors meets at least once a month and at the call of the president or by call of a majority of the board of directors. The Standard Form for Club Bylaws is the reference for board responsibilities:

**MEMBERSHIP—ARTICLES III, IV**
- Procedure for admitting members
- Senior and honorary membership
- Resignations

**DISCIPLINE—ARTICLE V**
- Suspension and reinstatement of membership

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

**POLICIES AND PROCEDURES—ARTICLES XI, XII, XV, XVII, XVIII, XIX**
- Approve length of club meetings for special occasions
- Determine date of annual meeting for election of officers
- Oversee filling of club officer vacancies
- Review and approve international and district reports
- Pay dues and other obligations to international and the district
- Provide funds for expenses of convention delegates
- Provide representation at international and district meetings

**CONSIDER PUBLIC QUESTIONS OR PROPOSED LEGISLATION FOLLOWING REVIEW BY THE COMMITTEE ON COMMUNITY SERVICES**
- Determine revenue sources for approval by members
- Adopt budget by October 1 (no later than October 15)
- Provide audit of club’s books of account
- Determine the official depository
- Designate substitute to sign cheques
- Assign duties to the vice president/president-elect

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

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

Person responsible

New club president

Purpose

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

Timeframe

The club president’s education of incoming officers and appointees must be completed by September 30.

Preliminaries

This leadership guide provides guidance for planning and preparation, as well as essential worksheets, checklists and reference materials to ensure a successful year for club presidents, club secretaries and lieutenant governors.

- **Appointments, goals, actions, timelines** (accomplish June-August). Utilizing this leadership guide, work individually with each elected and appointed club leader to establish a clear understanding of responsibilities and agree to a set of goals and timelines.
- **Committee organisational meetings.** During the months prior to October, club committees should conduct organisational meetings to develop goals into preliminary plans of action and to develop a preliminary estimate of implementation costs.
- **International convention (June/July) and district convention.** Attend as a club delegate if possible. Seminars conducted during these conventions provide a wealth of information useful to clubs in the areas of service, growth and club organisation.
- **Club leadership workshops.** Organised by incoming lieutenant governor to present district/division goals, expectations and events, and to work with incoming presidents and secretaries on specific day-to-day operational procedures and requirements.
1. See that committees conduct organisational meetings and that goals and timelines are established.
2. Ask each elected and appointed incoming club leader to prepare an overview of responsibilities, goals and timelines for presentation at the conference. Ask committee chairmen to compile the results of their organisation meetings into comprehensive reports of proposed committee goals, timelines and estimated expenses/income.
3. Gather district and division goals, and goals for general club improvements that are not covered by committees, for presentation at the conference.
4. Review with the incoming club secretary the due dates for reports and verifications, application deadlines, club annual meeting and election, award criteria, etc. (Use club bylaws, achievement award criteria, information on upcoming international, district, division and club activities, etc.) Incoming club secretary should prepare a calendar for club leaders, which chronologically by month/day identifies all due dates and major events throughout the year. This should be presented at the conference. Also, the club secretary might provide incoming club leaders with copies of the club’s bylaws, the “club status” criteria, information about achievement award criteria and information about Life Member status, banner patch awards, etc.
5. Work with incoming secretary and treasurer to organise a preliminary budget. Treasurer should prepare for presentation at the conference.
Community analysis

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

Important steps

1. Communicate with club members the need to evaluate the club’s current role in the community. Suggest that current projects be reviewed to see if their services are still effective.
   - Are a significant number of people being served?
   - Does another agency offer the same services?
   - Are positive public relations opportunities afforded to the club through its projects?
   - Are members still interested in the projects?
   - Does the community still value the projects as much as the club does?

2. Invite club members to participate in a community analysis committee.

3. Meet to brainstorm a list of key informants and service providers within the community. Key informants include elected and public officials, advocates, religious leaders and company CEOs. Service providers are those who offer services to the community such as hospital personnel; health, human-service, safety, government and law-enforcement agencies; child-care providers; and public-school officials.

4. Divide the list of informants and providers between committee members.

5. Call each informant to see if he or she would be willing to participate. For organisations, committee members will need to determine the name, title, address and phone number of the most appropriate person to survey.

6. Conduct the survey by interview, phone survey or written questionnaire. The questionnaire should include a self-addressed, stamped envelope and a cover letter, which outlines the purpose of your survey, describes your club and indicates a deadline for survey response.

7. Make follow-up phone calls to those who have not returned surveys.

8. Meet to review findings, compile data and analyze findings.
   - Attach statistics and resource materials.
   - Eliminate impractical project recommendations. Weigh the club’s resources against the community’s needs.
   - Prioritize remaining projects according to need, urgency, potential impact, club interests, community support and resources available.
   - Develop formal service project and fundraising recommendations for club leaders.
   - Consider utilizing information to help develop a 3- to 5-year strategic plan.

9. At the following board meeting, present findings and recommendations to board members.

10. Send findings, along with thank-you notes, to informants. Include project plans and an invitation to upcoming meetings or events.

11. Keep results on file and review annually to update projects and keep the club’s efforts focused on the community’s needs.

12. Download the Community Analysis at KiwanisOne.org, under Grow Your Club.
Assessing your club

Assessing your club is the first step in providing a positive and meaningful experience to club members, which will translate into greater retention and recruitment of members. What members value changes over time and so must the club. Therefore, it is necessary to conduct an assessment on a yearly basis. Over time, you can track how your club has evolved and the growth that resulted.

The Club Excellence Tool

This self-evaluation tool is designed to help monitor the health of your Kiwanis club. Based upon the responses of your club members, the club can identify strengths to build on and opportunities for improvement. This 25-question tool allows the membership to evaluate their club experience in seven different categories:

- **Meeting.** Evaluate the atmosphere of the meeting, quality of the program, location, prices, participation and traditions.
- **Community service.** Is the service significant and does it give high visibility in the community? Does the club sponsor one of the Service Leadership Programs?
- **Fellowship.** Monitor social activities and communication methods to keep the members connected.
- **Fundraising.** Is it significant enough to meet the expenses related to club service projects and provide community recognition?
- **Leadership.** Examine the succession planning, board and committees of the club.
- **Membership growth and retention.** Does the club’s membership increase over time? Does it reflect the diversity in the community?
- **Strategic plan.** Is it driving the activities of the club? Is it measurable?
The club has the option of conducting the assessment online or using printed copies to distribute to the members.

**ONLINE QUESTIONNAIRES.** Every member of the club goes to www.KiwanisOne.org/ClubExcellenceToolOnline. After completion of the questionnaire, each club member will see the score based on his/her individual responses. The online version of the Club Excellence Tool will provide the member, as well as the club, with tips and tools for improvement in areas of weakness. The club officers will be able to see the collective answers from club members.

**PRINTED QUESTIONNAIRES.** Should your club decide to use the printed version of the Club Excellence Tool, you can download a copy at www.KiwanisOne.org, under Grow Your Club. After completion and calculation of the individual score, each member returns the assessment to the Membership Committee, which collects all the questionnaires for tabulating and analyzing the results.

The overall score for your club will be the average of the individual scores from all the members who participated in the assessment.

The Club Excellence Tool outlines how to tabulate your club’s score and provides feedback to help your club begin implementing change. The findings and feedback from the Club Excellence Tool can and should be used to complete the next step in the evaluation process, Planning Your Club’s Success. Now that you know where there is room for improvement, your club can find tools and resources to help your club go from good to great under Member Resources on KiwanisOne.org, or by calling the Kiwanis Help Line at 800-KIWANIS (toll-free number, USA and Canada), ext. 411 or 1-317-875-8755, ext 411.

**Doing the assessment once provides a snapshot of the club at one particular point in time. Conducting it annually allows you to track trends.**


Alternatively the Club can ask a Divisional Trainer or independent Kiwanian to conduct a club membership survey/analysis using the Australian developed questionnaire that focuses on five key facets of the club experience. This can be downloaded from the Australian District Website at www.kiwanis.org.au
Reporting the findings

Here are simple suggestions to communicate the results to members:

- Present all the assessment findings to the board of directors and the membership committee. Review strengths, weaknesses and suggestions the members provided. Discuss possible strategies for enhancing the club’s quality.
- Provide club members with a summary of any relevant results and updates on the improvements to show that their input made a difference.
- Highlight in detail the positive findings to reinforce that their decision to be a Kiwanian is a good one. Touch on areas of improvement, and ask for further suggestions from the members.
- Reiterating extremely negative results in great detail will only perpetuate dissatisfaction. Those issues are better handled if they are acknowledged and responded to quickly.

Staying in touch with the members

Besides hearing from your club members during the annual club assessment, there are other ways to stay in touch with them throughout the year. Here are some suggestions:

- Informal interviews. Take the time to do informal individual interviews with members to continually check and see if the club is meeting their needs and expectations or to request suggestions for new programs or projects.
- Missing members. The reason why a member is not participating in the club’s activities is important feedback to be considered. It could be that his/her club experience is not positive. Once the member is disconnected from the club, he or she is likely to leave the club. Contact the member personally and discover through an informal conversation if there is anything in the club experience that he/she is not happy about, and do something to fix it.
- Exit interviews. If a member leaves, conduct an exit interview. Issues may be identified to prevent further losses. The exit interview could be a printed questionnaire or a one-on-one interview.
- Mystery shopper. Have a friend who has never met your members visit your club. You may be surprised how an outsider views your club. If your club proves appealing, you may have just recruited a new member.
- Customised surveys. Find out what members have to say about specific aspects of your club. You can set up a customised survey for free on different Web sites, based on your club’s needs. (One to try: www.surveymonkey.com).

Meeting attendance

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

Call Kiwanis Member Services for additional information at 800-KIWANIS, ext. 411 (U.S. and Canada) or 317-875-8755, ext. 411, or by email: memberservices@kiwanis.org.
DATE
The annual club meeting shall not be conducted earlier than the first week in April and not later than the second week in May (Standard Form for Club Bylaws, Article XI, Section 5).

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

SCHEDULE
As prescribed in club bylaws: The president appoints a nominating committee at least five weeks in advance and announces names of appointees at a regular meeting (XII, 3).

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

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

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

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

HOW NOMINATIONS ARE MADE
1. By the nominating committee
   President: “We will have the report of the nominating committee.”
   Chairman of the nominating committee: “The nominating committee submits the following nominations: For president, Robert Dupuis; for vice president...” (etc., for each office to be filled following the order listed in Article VI, ending with directors to be elected).

2. From the floor
   President: “For president, Robert Dupuis is nominated by the nominating committee.
   Are there any further nominations for president?”
   Member: “I nominate Sylvie Lebel.”
   President: “Sylvie Lebel is nominated. Are there any further nominations for president?”

   If there are no further nominations for president:
   President: “If not, nominations for president are closed.” (The same procedure is followed until all nominations from the floor for all officers and directors are completed and nominations are closed.)
Annual club meeting (election of officers)

Guidelines

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

Kiwanis clubs may make available to each member in good standing the option to vote electronically or by paper ballot for annual club officer elections.

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

1. By common consent
   President: Announce the office and the candidate. For example: “If there is no objection, the chairman declares Helen Courtin elected president.”

2. By voice vote
   President: “As many as are in favour of Helen Courtin for president, say aye. Those opposed, say no. The ayes have it, and Helen Courtin is elected president.”

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

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

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

Club president’s conference

Timeframe

To be conducted during the club’s first or second regular club meeting in October.

Topics to cover

Thank immediate past president and outgoing leadership team.

Introduce the incoming club leadership team:

- Officers
- Board of directors
- Committee chairmen
- Special appointments (newsletter editor, special advisor to the president, public relations, etc.)

Distribute club roster.

Distribute and review club bylaws.

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

Have committee chairmen and others announce any immediate upcoming events or special plans.
Notification: Establish a time and place for meeting and make certain each elected and appointed club official will attend.

<table>
<thead>
<tr>
<th>TIME</th>
<th>TOPIC</th>
<th>PRESENTER</th>
<th>TIME ALLOCATED</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Opening:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Call to order</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Present overview of upcoming year (club organisation, plans)</td>
<td>Incoming president</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Distribute club, division and district goals and plans</td>
<td>Incoming president</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Acknowledge preparation for this conference and the upcoming year, by incoming elected and appointed club officials</td>
<td>Incoming president</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Secretary’s report and discussion (review of bylaws, reports, awards; distribution of calendar of upcoming events, activities and deadlines)</td>
<td>Incoming secretary</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reports of club officers and appointees (review all officers, appointees general duties/responsibilities, committee goals, action plans)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Treasurer’s report and discussion (current service/incoming treasurer administrative accounts, preliminary budget of income/expenses)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Establish schedules (board meetings, committee meetings, committee report due dates)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>New business</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Questions/answers</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Adjourn</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Sample agenda

Roll call

Club secretary’s report
• Minutes
• Correspondence
• Approval for payment of bills

Treasurer’s report
• Administrative and service accounts

Report from membership committee
• Proposed new members
• Resignations
• Review club rosters

Other committee reports

Unfinished business (prepare list in advance)

New business

Club evaluation (discussion/suggestions for positive adjustments in club operations)

| Attendance | Club newsletter | Builders Club | Key Leader |
| Membership | New-club building | Key Club | President’s goals |
| Club meetings | Inter-clubbing | Circle K | Service to community |
| Fundraising | Kiwanis education | Aktion Club | Committee functioning |
| Finances | Public relations | Kiwanis Kids |

Division business

District business

International business

[38]
Kiwanis protocol is planning and carrying out meetings in accordance with commonly accepted standards of good manners, dignity, courtesy and proper respect for all participants.

- Members are greeted as they arrive.
- Flags, banner, bell, gavel, name badges, lectern and guest badges are in place. Audiovisual aids are checked before the meeting.
- Visiting Kiwanis leaders (governor, lieutenant governor, etc.) are seated at the head table, if applicable, and recognised once during the meeting; they need not be recognised by each program participant. If a club invites the district governor or lieutenant governor, the club would normally assume all expenses with the exception of transportation.
- Complimentary meal arrangements for any guests are made prior to their arrival.
- It is a traditional practice in many Kiwanis clubs for members to stand and applaud when their lieutenant governor or governor, a member of the Kiwanis International board, a past president of Kiwanis International, or other distinguished Kiwanian is introduced.

**COURTESIES TO SPEAKERS**

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

<table>
<thead>
<tr>
<th>PERSON RESPONSIBLE</th>
<th>START TIME</th>
<th>END TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Opening ceremony</strong>&lt;br&gt;<em>(This may include an inspirational thought or a simple welcome.)</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Introductions</strong>&lt;br&gt;<em>(Visiting district and division officers, new members, inter-clubs, other guests)</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Communications received</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Announcements</strong>&lt;br&gt;• Board Actions&lt;br&gt;• Projects&lt;br&gt;• Meetings</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Committee chairmen reports</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Recognition of members</strong>&lt;br&gt;• Induction ceremony&lt;br&gt;• Awards received&lt;br&gt;• Newspaper publicity&lt;br&gt;• Birthdays&lt;br&gt;• Anniversaries&lt;br&gt;• Club achievements&lt;br&gt;• Extend greetings to visitors expressing appreciation for their attendance</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Presentations</strong>&lt;br&gt;• Certificates and other awards</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>One-minute education spot</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Program</strong>&lt;br&gt;• Introduction&lt;br&gt;• Program&lt;br&gt;• Thanks&lt;br&gt;• Extend appreciation to visitors for attending</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Adjournment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
While this is only a suggested format, keep in mind that the purpose of an induction is to begin the new member’s Kiwanis experience in a meaningful way. This ceremony focuses on the importance of personal sponsorship of a new member and what it means to be a Kiwanian.

**PRESIDENT:**
Kiwanis is something so good that each of us should want to share it. Surely there is no better evidence of our willingness to share Kiwanis than to sponsor a new member into our club. Each month, Kiwanis International inducts approximately 2,900 new members within our 70 countries. Today we are very pleased to recognise ______________________ (sponsoring Kiwanian) for wanting to share his/her “K” with our newest member, ______________________ (new member). The induction will be led by ______________________ (inductor), ______________________ (information about inductor: past club president, lieutenant governor, etc.) I would like to ask these individuals to join me here.

**INDUCTOR:**
We are all very thankful to ______________________ (sponsor) for sponsoring our new member. ______________________ (sponsor), will you introduce ______________________ (new member) to his/her fellow Kiwanians?

**SPONSOR:**
Thank you. I take great pride in presenting our newest member, ______________________ (new member). He/she lives in ______________________ (city). He/she and ______________________ (spouse, if applicable) have ______ (number) children. ______________________ (new member) is originally from ________________ and has a ________________ (degree) from ______________________ (school name). He/she is a ________________ (title or position) with ______________________ (employer). Among his/her special interests are __________________________________________. I am very excited to be his/her sponsor.

**INDUCTOR:**
____________________ (new member), by presenting you with this Official Certificate of Membership, I welcome you, on behalf of the entire membership, into the Kiwanis Club of ______________________. (Inductor presents membership certificate to the new member.)

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

Will you, ______________________ (sponsor), now place the pin on ______________________’s (new member) lapel? (Sponsor pins new member with “K” he/she has been wearing today.) ______________________ (sponsor), the club thanks you for your willingness to share the values of service and fellowship in Kiwanis International with another individual. A new member for our club means new ideas, new enthusiasm, greater fellowship—and greater service. (If there is some recognition piece for the sponsor, it can be presented now.)
Today we have brought into our club a new member. As evidence that we commit to keeping our obligation to him/her as well, let’s all stand and welcome ______________________________ (new member) into our club! (Applause) We will ask ______________________________ (new member) and ________________ (sponsor) to come to the entryway as we adjourn to give you the opportunity to introduce yourself. Thank you!
Resources
Installation of club officers

Arrangements worksheet

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

<table>
<thead>
<tr>
<th>Preliminary organisation</th>
<th>PERSON RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Plan the budget.</td>
<td></td>
</tr>
<tr>
<td>• Arrange date with lieutenant governor.</td>
<td></td>
</tr>
<tr>
<td>• Select and contract site.</td>
<td></td>
</tr>
<tr>
<td>• Arrange meal and entertainment.</td>
<td></td>
</tr>
<tr>
<td>• Order pins and awards.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Programs</th>
<th>PERSON RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Design program.</td>
<td></td>
</tr>
<tr>
<td>• Determine quantity and order.</td>
<td></td>
</tr>
<tr>
<td>• Take programs to site.</td>
<td></td>
</tr>
<tr>
<td>• Distribute programs.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Participants</th>
<th>PERSON RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Prepare list of honoured guests.</td>
<td></td>
</tr>
<tr>
<td>• Prepare list of outgoing and incoming officers and directors with name pronunciation guide for installing officer.</td>
<td></td>
</tr>
<tr>
<td>• Invite spouses and other special guests, including presidents and faculty advisor(s) of Circle K, Key Club, Builders Club, Kiwanis Kids or Aktion Clubs.</td>
<td></td>
</tr>
<tr>
<td>• Confirm attendance and make reservations for expected attendees.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Seating arrangements</th>
<th>PERSON RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Follow club tradition to determine seating. Generally, a head table includes the incoming and retiring presidents, the lieutenant governor (or other installing officers), the invocator, the master of ceremonies and speakers (if any). If spouses are invited, the spouses of these participants also are seated at the head table.</td>
<td></td>
</tr>
<tr>
<td>• Use place cards for honoured guests.</td>
<td></td>
</tr>
<tr>
<td>• Fill out and arrange nametags on head table.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Decorations</th>
<th>PERSON RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Order centrepieces for tables.</td>
<td></td>
</tr>
<tr>
<td>• Pick up and arrange decorations.</td>
<td></td>
</tr>
</tbody>
</table>
Sample agenda

Call to order __________________________

Welcome __________________________

Introduction of head table __________________________

Introduction of other guests __________________________

Introduction of entertainment __________________________

Special presentations __________________________

Recognition of retiring directors and officers

Recognition of immediate past president

Achievement awards and recognition

Installation __________________________

New directors

Secretary

Treasurer

Vice president

President-elect

President

Acknowledgements __________________________

Benediction __________________________

Adjournment __________________________

Payment of expenses __________________________

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

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

“It is a wise provision in Kiwanis that provides for the immediate past president to continue one more year as a member of the board of directors. Experience as chief executive officer this past year will enable you to be most helpful, not only to your successor, but to the business of the club by the new board of directors and the club. It is my pleasure to present to you your past president’s pin and by so doing, to charge you with giving your best as you remain a member of the board for one more year. Congratulations to you on your fine record this past year.”

**Suggested text:** (Ask new directors to come forward as their names are announced.)

“The board of directors of a club is composed of you, the elected directors and the officers. The board of directors handles most of the business of the club, so you have a tremendous responsibility. You shall determine the policies and activities of the club, approve the budget, approve all bills, take counsel with committees and have general management of the club. I know you will accept these responsibilities with a desire to see that this club has the best year ever. It now becomes my pleasure to formally install each of you as a director of this club.”

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

“In Kiwanis, the ‘unsung hero’ is the club secretary. Your role in handling club affairs, such as looking after all details of the club and board meetings, reports to be made, dues to be collected, correspondence to be answered and records to be kept up to date is all important if the club is to continue to run smoothly. The importance of the club secretary cannot be overemphasized. There has yet to be a successful Kiwanis club without an interested or effective secretary. I hereby formally install you as secretary of this club.”

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

“As treasurer, you have been elected to an office demanding not only absolute integrity but also financial ability. It is your task to deposit the funds of the club and to disburse them upon the direction of the board of directors. You will report on the club’s finances at each meeting of the board and at such other times as the president and the board may request. I formally install you as treasurer of this club, knowing that you will be faithful to the trust given to you.”

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

“As next in line to the president, all that the president is, you are potentially. You will carry out the duties in the president’s absence. I would ask that you consider the remarks made to your new president as being addressed to you also. I formally install you as vice president of this club.”

(If the club has more than one vice president, these remarks must be adjusted accordingly.)
Suggested text: (Ask president-elect to come forward as his/her name is announced.)

“You have been selected to lead your club during the following year. I ask that, like the vice president, you would consider the remarks made to your new president as being addressed to you also. As you plan activities in your life, be mindful of the responsibilities you are accepting for leadership in the future with your club. You already have committed to attend the club leadership education when it is offered and attendance at division and district meetings. I hereby formally install you as president-elect of this club.”

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

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

CONCLUSION

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

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

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

Recognition of immediate past president. (Use suggestions in preceding ceremony.)

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

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

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

Your fellow Kiwanians have elected you to one of the key leadership positions in your district. Your duties include training club officers, helping clubs boost their membership, building new clubs and increasing club members’ engagement and morale. The effectiveness with which you dispatch your duties will go a long way toward maintaining the health and vitality of the clubs in your division and, by extension, Kiwanis.

“There are many ways of going forward, but only one way of standing still.”
—Franklin D. Roosevelt, 32nd President of the United States

Find more resources online at www.KiwanisOne.org
ROLE: Lieutenant Governor

SUPPORTED BY: Kiwanis district board and district governor

ROLE SUMMARY: Serves as a leader in the district by expanding Kiwanis’ reach through the opening of new Kiwanis clubs and helping clubs improve the value of the club experience.

QUALIFICATIONS:
A proven leader with the ability to:

- Motivate and inspire volunteers
- Manage time
- Build relationships with club and community leaders
- Encourage, support, coach and counsel club presidents
- Focus energy on the objectives
- Lead by example
- Facilitate change
- Use Microsoft Office software

RESPONSIBILITIES:
Support the goals of the district.

- Be accountable for meeting the membership growth goals for the division. Drive membership growth in the district specifically by focusing on the opening of new Kiwanis clubs and assisting current clubs in recruitment and retention efforts.
- Ensure that the club experience is attractive to new and existing members.
- Invest time and resources in those clubs with the potential for the greatest return.
- Evaluate, coach, support and provide positive reinforcement to Kiwanis clubs in the division.
- Coordinate assistance by communicating with growth team, district board and Kiwanis International.
Serve as a leader in the district by communicating the vision/messages of Kiwanis International and the district to the clubs and motivating the members to action.

- Ensure participation in club leadership workshops or other educational sessions.
- Speak on behalf of the district and prepare messages that are positive, personal and passionate.
- Communicate regularly with club presidents. Provide opportunities to meet face to face by scheduling productive division council meetings.
- Support succession planning by ensuring a seamless transition among preceding, current and succeeding administrations.

Serve on the district board of trustees and as a liaison between the club and the district.
PURPOSE
To prepare the incoming leadership to successfully carry out their responsibilities.

PERSON RESPONSIBLE
Lieutenant governor-designate and preferably a certified Kiwanis instructor or a designated Divisional Trainer.

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

The first division council meeting is to be led by the lieutenant governor-elect preferably early during the workshop.

TIMEFRAME
The session should be conducted in May or June with any individualized makeup sessions completed prior to October 1.

RESOURCE MATERIALS
Kiwanis International club leadership education instructor and participant materials, as well as other materials that may be supplied by the district

FACULTY
Certified Kiwanis instructors or Divisional Trainers have been selected by your district to assist lieutenant governors-designate in facilitating this education program in each division.

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

SETUP
The ideal setup for maximum participation is an arrangement of tables so participants face each other, encouraging interaction.
PLANNING

- Determine date, time and location with your Kiwanis instructor.
- Arrange a planning meeting with the certified instructor and any other faculty members at least three to four weeks prior to the session. Discuss the topics to be covered and review the order of the presentation as outlined in the club leadership education materials.
- Send letters of invitation requiring RSVP to each participant at least one month prior to the education session.
- If time permits, meet again with instructors for a final review of the schedule.
- Make follow-up telephone calls to the invited attendees one week prior to the education session.
In addition to presenting an address or conducting a discussion during an official visit or board meeting, the lieutenant governor will complete evaluation forms and forward copies to the district office.

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

<table>
<thead>
<tr>
<th>Club meeting</th>
<th>Board meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting place</td>
<td>Attendance</td>
</tr>
<tr>
<td>Reception activities</td>
<td>Budget and bylaws adherence</td>
</tr>
<tr>
<td>Conduct of meeting</td>
<td>Committee activities</td>
</tr>
<tr>
<td>Fellowship</td>
<td>Record keeping</td>
</tr>
<tr>
<td>Program planning</td>
<td>Timelines of reports and payments</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Special areas</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Young Children: Priority One</td>
<td></td>
</tr>
<tr>
<td>Service Leadership Programs</td>
<td></td>
</tr>
<tr>
<td>District and international</td>
<td></td>
</tr>
<tr>
<td>Revision of club bylaws</td>
<td></td>
</tr>
<tr>
<td>Club Incorporation</td>
<td></td>
</tr>
<tr>
<td>Charitable foundation</td>
<td></td>
</tr>
</tbody>
</table>

- Club’s request for materials
- Additional information of special value to governor, district secretary and district committees

**Division action plan**

Effective leaders must have a clear understanding of the responsibilities and expectations of their office as it relates to Kiwanis International, the district and the clubs. The lieutenant governor should establish a clear vision for the year ahead through development of division goals. Each division goal should be specific and attainable and should outline specific steps and a timeframe for completing each step. The person or people responsible for each step should be defined, and the steps and responsibilities communicated to everyone who has a role to play in goal achievement.
A draft of a division action plan, including goals, steps and timeframes, should be distributed at the preliminary division council meeting during the club leadership education session. Following discussion and negotiation, a final action plan should be developed and distributed to all club and division leaders. This can serve as the basis for the lieutenant governor’s regular progress checks with the people responsible.

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

**INFORMATION RESOURCES**

The first step in goal setting is to collect and organise information. Information sources include the Club Excellence Tool, community analysis, club records, awards requirements, district and division goals for clubs and the advice of current officers.
Lieutenant governor’s preliminary evaluation of clubs

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

Your success as lieutenant governor ultimately depends on the success each club in the division has in strengthening the quantity and quality of membership and service during the administrative year.

Your ability to help clubs grow, provide better service to the community and meet the needs of their members requires you to gain a thorough knowledge of each club’s strengths and weaknesses as soon as possible. Establish a positive, helpful relationship with the incoming club presidents and maintain this relationship throughout the year.

Directions

1. Meet with the current lieutenant governor and discuss each club. Note the lieutenant governor’s impression of noteworthy strengths and areas where significant improvements are needed.
2. Obtain copies of each club’s monthly reports (October–April) from the lieutenant governor. Note positive and negative trends of each club.
3. Contact the president-designate of every club. Give each your mailing address, phone number(s) and e-mail address. Encourage each to call whenever you can help. Ask for impression of current club status, club strengths and major challenges for the upcoming year. Record these comments. Challenge the president-designate to develop a specific action plan to address areas needing improvement (e.g., lack of club newsletter, poor quality of program speakers, and lack of diversity).
To be successful as the division’s leader, you will need help from others. Delegate specific tasks to conscientious, responsible Kiwanians in the division. Be specific about what you want and when, and follow up regularly in a positive, encouraging manner to ensure results.

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

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

For each position, decide the specific responsibilities, the tasks that fulfill the responsibilities, when each task needs to be accomplished, and the personal qualities needed to be successful. Approach the person you select, describe the position and gain acceptance.
The lieutenant governor is responsible for Kiwanis development within the division during the year. Specifically, each lieutenant governor must monitor and encourage the growth of membership in all existing clubs and the organisation of solid new clubs wherever possible.

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

### Before the year begins

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Attend the lieutenant governor’s education sessions on growth and new clubs, and familiarize yourself with the Membership Development Manual and new-club-building materials provided by the International Office.</td>
</tr>
<tr>
<td>2.</td>
<td>Get the evaluation of the present lieutenant governor regarding the membership conditions of each club and opportunities to build new clubs. As you meet the incoming officers of each club, discuss membership growth objectives and support for new clubs within the division. Take special note of clubs that have been recently organised.</td>
</tr>
<tr>
<td>3.</td>
<td>Identify potential sites for new clubs and help to organise the building process for these clubs as per the District Growth Plan.</td>
</tr>
</tbody>
</table>
| 4.   | Consider how you will communicate the division’s growth priorities and progress throughout the year to club leaders and members. Make use of:  
  - Education sessions  
  - Division newsletters  
  - Official club and board visits |
Lieutenant governor

<table>
<thead>
<tr>
<th>During the administrative year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Assist in building a solid new Kiwanis club and rebuild a small club during the first half of the year (October–March) as per the District Growth Plan.</td>
</tr>
<tr>
<td>2. Make certain that special support is continuing for clubs that have been organised within the past 12 months.</td>
</tr>
<tr>
<td>3. Lead by example: Fulfil your commitments to participate personally in specific growth activities. Continue to communicate the division’s growth priorities and progress. Recognise the clubs and individuals who achieve their growth objectives.</td>
</tr>
<tr>
<td>4. Sponsor a member into your own club early in the year.</td>
</tr>
<tr>
<td>5. Offer advice to your successor on division growth for the next administrative year.</td>
</tr>
</tbody>
</table>

Potential areas of goal setting

- Increase impact on the community
- Net membership growth, ___ percent ( ___ members)
- New-club building and development
- Inclusion of CKI and Key Club alumni and sponsored programs parents as prospective members
- Orientation of all new members
- Retention of current members
- Regular recognition of all members for achievements
- Growth of sponsored programs such as Kiwanis Kids, Builders Clubs, Key Clubs, CKI, Aktion Clubs and Key Leader (where applicable)
- Positive publicity in the community
Kiwanis International encourages every lieutenant governor to organise a division council. Through regularly scheduled council meetings, the lieutenant governor has an opportunity to work with club and division leaders to address common club concerns; share ideas and successes; evaluate progress in achieving club, division and district goals; resolve minor club problems before they become serious; track report filings; promote division, district and international programs; and coordinate implementation of division-wide projects and events such as the district governor’s visit and the building of a new Kiwanis club.

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

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

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

1. **Club leadership workshop** (July/August). At the initial council meeting, which may be convened during the workshop, the lieutenant governor should seek input from incoming club presidents on the ideal location for a new club in the division and outline the specific dates scheduled for completing the steps in the new-club building process. This preliminary meeting also may be used to discuss the details of division and district goals.

2. **Division election conference** (must be conducted by second week in April). Carefully review district bylaws (Article X) for requirements such as written notification. The immediate past lieutenant governor will preside during the conference.
**SUGGESTED AGENDA ITEMS FOR DIVISION COUNCILS CONDUCTED THROUGHOUT THE YEAR**

- Brief reports by division appointees (when appropriate)
- Progress report on district and division goals
- Update of division calendar
- Promotion of upcoming division, district and international events and projects
- Discussion of membership development: Have each club report progress in attaining new-member quota. Pair struggling clubs with stronger ones and devote a segment of the meeting to sharing ideas and strategies to enhance the quality of clubs.
- Promotion of upcoming Kiwanis Kids, Builders Club, Key Club, CKI, Aktion Club and Key Leader events and projects
- Review of monthly reports
- Reports by each club on major accomplishments, upcoming events and current problems
Governor’s official visit

Purpose

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

Attendance

• All Kiwanians should be invited to attend. When schedule is final and prices are established, clubs should be encouraged to maximize registration as early as possible. Minimum expectation should be an inter-club from each club.
• All club and division leaders should attend a division council meeting prior to the dinner for the governor’s official visit.
• Leadership of all Kiwanis sponsored programs should be invited (Kiwanis Kids, Builders Clubs, Key Clubs, CKI and Aktion Clubs).
• Local media could be invited as guests of the division.
Governor’s official visit

Planning

- While you are lieutenant governor-designate, establish a special division committee to plan and carry out all arrangements. Meet with this committee to determine specific obligations and timeframes. Follow up regularly to make certain all deadlines are met.
- Plan the budget. Determine all expenses, including guests’ meals, and establish per-club or per-person price. Make certain all expenses will be covered.
- Establish date with governor. Will governor’s spouse/partner attend? Are district leaders or special guests accompanying the governor? Will governor be staying overnight? Are there special needs or arrangements? Clarify division financial obligations.
- Determine specific site, schedule and menu, and sign contract. Make certain space is sufficient for dinner and extra room is available for division council meeting prior to dinner.
- Organise tentative schedule for the day, including lieutenant governor’s private meeting with governor, division council meeting, speaking obligations, special tours or activities for governor and spouse and dinner. (Allow some free time for rest, changing clothes, etc.) Send schedule to governor for review and approval.
- Determine specific program agenda for the dinner, including introductions, speakers, governor’s address, entertainment, special recognitions and presentations. Agenda should be timed.
- Confirm speakers, presenters, entertainment, etc.
- Prepare special guest list and send invitations. Include leadership of sponsored programs.
- Prepare and distribute invitations/registration forms for clubs.
- Develop and produce printed program.
- See that all introductions, recognitions and presentations are prepared. Organise head table and all needed materials and equipment (place cards, centerpieces, lectern, bell, gavel, banners, flags, signs, name tags, sound system, etc.)
- Involve other members of the Kiwanis family in the program/event as appropriate.
Resources

Club evaluation

Sample format

Club name: Kiwanis Club of

Incoming club president: ________________________________

(Name) (Telephone number)

A. Lieutenant governor’s comments about club strengths/problems:

__________________________________________________________________________

__________________________________________________________________________

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

__________________________________________________________________________

__________________________________________________________________________

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

__________________________________________________________________________

__________________________________________________________________________
Resources

Club meeting evaluation

Sample format

<table>
<thead>
<tr>
<th>CLUB MEETING DATE: ______________ / __________ / ____________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening ceremonies</td>
</tr>
<tr>
<td>Recognition of guests</td>
</tr>
<tr>
<td>Committee action</td>
</tr>
<tr>
<td>Reports</td>
</tr>
<tr>
<td>(Concise, indicate progress)</td>
</tr>
<tr>
<td>Service to community</td>
</tr>
<tr>
<td>Program</td>
</tr>
<tr>
<td>Advance arrangements</td>
</tr>
<tr>
<td>Introduction</td>
</tr>
<tr>
<td>Speaker</td>
</tr>
<tr>
<td>Thank-you</td>
</tr>
<tr>
<td>Membership</td>
</tr>
<tr>
<td>Involvement</td>
</tr>
<tr>
<td>Fellowship</td>
</tr>
<tr>
<td>Growth</td>
</tr>
<tr>
<td>Retention</td>
</tr>
<tr>
<td>Sponsored program</td>
</tr>
<tr>
<td>Inter-clubbing</td>
</tr>
<tr>
<td>Budget</td>
</tr>
<tr>
<td>Publicity</td>
</tr>
<tr>
<td>Promotion of Kiwanis</td>
</tr>
<tr>
<td>Objects</td>
</tr>
<tr>
<td>Participation in division, district and international activities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Ideas for improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note: For suggestions on improving weak areas of the club, refer to the Membership Development Manual (available from the Member Services Department, 800-KIWANIS (US and Canada only) or 1-317-875-8755, ext. 411). Also available online: kiwanisone.org.
Position appointment

Sample format

Position title: ____________________________________________________________
Responsibility(ies): ______________________________________________________
______________________________________________________________________
______________________________________________________________________

Primary tasks and target dates for completion of each:

<table>
<thead>
<tr>
<th>TASKS</th>
<th>COMPLETION DATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>___________________________</td>
<td>__________________</td>
</tr>
<tr>
<td>___________________________</td>
<td>__________________</td>
</tr>
<tr>
<td>___________________________</td>
<td>__________________</td>
</tr>
</tbody>
</table>

Personal characteristics needed to be successful: ____________________________
______________________________________________________________________
______________________________________________________________________

Person accepting position: ________________________________________________
Address: ________________________________________________________________
Phone number: ____________________________________________________________
E-mail address: __________________________________________________________

[64]
Resources
Action plan
Sample format

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

<table>
<thead>
<tr>
<th>ACTION STEPS</th>
<th>PERSON RESPONSIBLE</th>
<th>COMPLETION DATE</th>
<th>PROGRESS DATES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

[65]
Division council meeting

Suggested agenda

An official visit to a division provides a lieutenant governor with an outstanding opportunity to work directly with club leaders, to provide information, motivate, teach and gain feedback.

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

10. Report reminder (list will depend upon the period of the year in which the visit is made)
    a. Monthly reports
    b. Certificate of election of delegates and alternatives to international and district conventions
    c. Annual Club Report (achievement)
    d. Annual Report of Club Election
    e. Annual dues

11. Special events
    a. Club
    b. Division
    c. District

12. Visits by international officers in district
    a. Protocol
    b. Follow-up by host club(s)

13. The district looks to the days ahead
    a. Comments by the governor on strengths and challenges
    b. Discussion on how the division leadership can help

14. Adjournment
REFERENCE MATERIALS

It’s your job to keep your club healthy and your members engaged. Use these tools to recognise achievements, raise funds and maintain your club’s good health.

Make your club the best it can be. Tap into Kiwanis’s new electronic Club Excellence Tool at www.KiwanisOne.org/ClubExcellenceToolOnline. Find more helpful resources online at www.KiwanisOne.org.

“The only thing in life achieved without effort is failure.”

—Anonymous
I. FOR CLUBS AND MEMBERS

- Life Member status
- Legion of Honor
- Ruby K pin for recruiting five or more new members
- Kiwanis International Foundation Fellow—Foundation contribution of $100
- Kiwanis International Foundation George F. Hixson Fellowship—Foundation contribution of $1,000
- Kiwanis International Foundation Tablet of Honor—Foundation contribution of $2,000
- Achievement awards for clubs/members
- G. Harold Martin Fellow—Key Club Youth Opportunities Fund contribution of $250
- Carthage-Pullman Society Fellow—Circle K Tomorrow Fund contribution of $250
- Sapphire Circle Honorary Fellow—Circle K Tomorrow Fund contribution of $1000

II. FOR THE CLUB

- New-club building banner patch for clubs sponsoring a new Kiwanis club
- Kiwanis International Foundation banner patch for a club contribution to the Foundation Annual Club Gift Campaign
- Young Children: Priority One banner patch for outstanding club projects upon nomination by the lieutenant governor, district Young Children chairman, district governor or an international officer
- International President’s Project patch for large-scale, high-impact partnership projects upon nomination by the district Young Children chairman, governor or international officer
- Distinguished club award
- Kiwanis International Foundation Honor Club banner for support of Tablet of Honor and Hixson Fellowship programs
- Outstanding sponsor banner patch for Kiwanis Kids, Builders Club, Key Club, CKI or Aktion Club—nomination by sponsored program club
Awards and recognition based on criteria established by your district

You will learn of these at district and division conferences/conventions and from materials provided by your district office. Contact the district secretary for details on district specific awards.

Awards and recognition based on criteria established by your club

You, your board or any of your committees may confer awards or recognition upon your own members or upon non-Kiwanians. Examine the Kiwanis Family Store online catalogue or District Supplies for more possibilities.

New club organisation awards

*International President’s Award:* Recognition and a gift will be awarded to the two individuals—other than the lieutenant governor—most responsible for organising a new Kiwanis club. A certification form must be certified and sent to the Club Processing Department by the lieutenant governor. Please also note that other incentives exist for all forms of membership growth.

New-member recruitment recognition

*1-2-3 You Hold the Key:* Recruit new members during the current administrative year and you’ll be rewarded, too. Recruit one new member and you’ll receive a bronze key lapel pin. Recruit two new members and you’ll receive a silver key lapel pin. Recruit three members and a gold key lapel pin will be on its way.

Legion of Honor

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

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

Appropriate Legion of Honor lapel pin and/or certificates may be ordered from the Kiwanis Family Store catalogue. These specify either “25 years” or some other multiple of five greater than 25—30, 35, 40, etc.

Every Legion of Honor member should be further recognised in the same way each time an additional five years of service is accumulated.
Newsletters keep club members in touch and can improve member engagement and retention. Club newsletters can be delivered in several ways—online on a Web site, via e-mail or in print form. In some clubs, the secretary prepares the club newsletter. In others, a member appointed by the president as newsletter editor prepares it. Newsletter resources are available at www.KiwanisOne.org under the Marketing & PR link.

Here are some factors to consider.

**BRANDING:** Be sure to create a newsletter using Kiwanis graphic standards. You can find them online at www.KiwanisOne.org under the Marketing & PR link.

**SCHEDULING:** A good newsletter reaches all members in advance of the meeting for which it is prepared. Start with a simple schedule based on your meeting schedules.

**CONTENT:** Consider these ideas for your publication:
- Announcements of upcoming service initiatives, club meeting programs and other activities
- Tips on leadership, service and club management
- Reports on committee and club achievements and recognition of individual achievements
- Stories about the Service Leadership Programs your club sponsors (Kiwanis Kids, Builders Club, Key Club, CKI, Aktion Club or Key Leader)
- Information on upcoming division, district and Kiwanis International activities (publicity at the club level adds greatly to their success)
- Information on official action by the board of directors or the club
- A brief report on the past week’s meeting
- Official calls of meetings at which members will be asked to vote and the wording of any proposed bylaw amendment or resolution
- Relevant community news and events
- Biographical sketches of new members
- A reminder to members to bring guests
- “Fun” items, such as humor, baby pictures of members for identification and a “Guess Who” column giving just a few facts on a member, etc.
- Items of general interest about individual members—for example, a promotion, marriage, retirement, award, or a new child or grandchild (ask member permission first).

**Club web sites**

Find out how to create or enhance your club Web site at www.KiwanisOne.org/webtools or contact the local Australian webmaster.

E-mail: website@kiwanis.org.au
Kiwanis Publications

**KIWANIS International magazine**

KIWANIS magazine, the official publication of Kiwanis International, is delivered to all members of English-speaking clubs in the United States and Canada and can be purchased for other members and non-members through the Membership Information Form.

**STORY SUBMISSIONS:** Clubs and members are encouraged to submit their stories of Kiwanis achievements via www.kiwanis.org/shareyourstory, by e-mail to magazine@kiwanis.org or by mail to KIWANIS magazine, 3636 Woodview Trace, Indianapolis, IN 46268, USA. The magazine receives many reports, so the staff cannot promise if or when a story will be used; however, all submissions are considered and appreciated.

**PHOTOGRAPHS:** KIWANIS magazine uses high quality, professional photography. Large, high-resolution digital, colour images are preferred.

For more information about KIWANIS magazine, go to www.kiwanis.org/magazine.

**Kiwanis International Update**

A monthly e-mail newsletter, Kiwanis International Update is available to members and non-members worldwide at no cost. The publication shows off inspiring stories from clubs worldwide and delivers news and resources from Kiwanis International. It is available in Chinese, Dutch, English, French, German, Italian, Japanese and Spanish.

To subscribe, visit www.kiwanis.org/magazine/subscribe.asp.

**Kiwanis-family publications**

Kiwanis International publishes periodicals for other members of the Kiwanis family:

- **K-Kids Zone** for elementary school–age members of K-Kids (three times annually)
- **Builders Bloc** for middle school–age members of Builders Club (three times annually)
- **Key Club** for high school–age members of Key Club (three times annually, complemented by an e-mail-delivered video magazine)
- **CKI** for college/university-age members of Circle K International (once annually, complemented by the www.circlek.org Web site)

**Australian Kiwanian Magazine**

Kiwanis Australia District publishes a magazine at regular intervals dedicated to highlighting the projects and people of the Australia District. Current and previous issues can be viewed or downloaded from www.kiwanis.org.au

**STORY SUBMISSIONS:** Clubs and members are encouraged to submit their stories to the editor of the AK. Further information on story format including photograph requirements can be obtained from the editor through the email address below.

**E-mail:** AK@kiwanis.org.au
Kiwanis web sites

- **www.kiwanis.org** is offered primarily for the public, displaying the inspiring achievements of Kiwanis clubs worldwide and raising awareness about the organisation and its purpose.
- **www.KiwanisOne.org** is designed for Kiwanis members and contains resources, as well as an interactive network of fellow Kiwanians.
- **www.kiwanis.org.au** is the Australian District Web site designed to promote Kiwanis Australia to members and the world community. It contains District resources, Australian content as well as other interactive links to Kiwanis International.
  
  **STORY SUBMISSIONS:** Clubs and members are encouraged to submit their stories of Kiwanis achievements via www.kiwanis.org.au - Events/News/Newsletters – News Story Submissions. The District cannot promise if or when a story will be used; however, all submissions are considered and appreciated.

  **PHOTOGRAPHS:** Submit photographs for publication by email or CD to: Ken Archer PO Box 508 THE JUNCTION 2291 or kenarcher@ozemail.com.au

- **www.kiwanisleader.org** is a portal that draws upon the organisation’s heritage of leadership development to equip Kiwanians and nonmembers with tools to hone their leadership skills for the purpose of serving communities, the world and its children.
In addition to Kiwanis, the Kiwanis International family includes five service organisations and three other recognition or leadership development programs: K-Kids, Builders Club, Key Club, CKI, Aktion Club, Key Leader, Terrific Kids, and Bring Up Grades.

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

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

Please review the Service Leadership Programs descriptions and visit the appropriate Web site to decide which program Kiwanis members in your club would most enjoy sponsoring. Introductory Kits and Club Building Kits are available from the Service Leadership Programs Department at the Kiwanis International Office or contacting the District Chair for SLP via E-mail: slp@kiwanis.org.au

**K-Kids**

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

E-mail: slp@kiwanis.org.au  
Web: www.kiwaniskids.org

**Builders Club**

For junior high/middle school students, ages 12 to 15, Builders Club enables members to make a personal contribution to their school, community and peers. As the motto, “Building Leaders” indicates, Builders Club is an international student-led organisation providing members with opportunities to perform service, build character and develop leadership. Builders Club may exist in a junior high/middle school or equivalent institution, or as a community-based club. A Builders Club may be co-sponsored by a Key Club and/or a CKI club.

E-mail: Builders_club@kiwanis.org.au  
Web: www.buildersclub.org
Key Club International

Key Club International is the world’s largest high school service organisation. Involving high school students, ages 15 to 19, in community and school service, Key Club develops young leaders and citizens. A Key Club may exist in a high school or equivalent institution, or as a community-based club.
E-mail: slp@kiwanis.org.au
Web: www.keyclub.org

Circle K International

Circle K International is a collegiate service organisation embracing the tenets of service, leadership and fellowship. Devoted to involving university students in campus and community service, CKI develops quality leaders and citizens. A CKI club is organised on a college or university campus.
E-mail: Circle_k@kiwanis.org.au
Web: www.circlek.org

Aktion Club

The mission of Aktion Club is to provide adult citizens with disabilities an opportunity to develop initiative and leadership, to serve their community, to be integrated into society and to demonstrate the dignity and value of citizens living with disabilities. Aktion Clubs may be sponsored by more than one Kiwanis club or by a division and may be co-sponsored by a Key Club and/or CKI club.
E-mail: Aktion_club@kiwanis.org.au
Web: www.aktionclub.org
**Key Leader**

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

Local Kiwanis clubs are encouraged to partner with their district Key Leader volunteers to spread the word to local schools. Encourage your club to support a young person or several to attend a Key Leader event. Make a worthwhile commitment by supporting the next generation. Enable young leaders from around the globe to share the lessons learned from helping others.

E-mail: info@key-leader.org
Web: www.key-leader.org

**Terrific Kids**

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

E-mail: slp@kiwanis.org.au
Web: www.kiwaniskids.org

**Bring Up Grades**

Bring Up Grades (or BUG) is a program designed to provide recognition to students who raise their grades into an acceptable range and maintain or continue to raise them from one grading period to the next. Recognition includes being placed on the school’s BUG Roll, a pizza, ice cream or other food-themed party and presentation of certificates, pins, pencils and other giveaways.

E-mail: slp@kiwanis.org.au
Web: www.kiwaniskids.org
Sponsorship of a Service Leadership Program

The role of the sponsoring Kiwanis club

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

Sponsorship requirements

These guidelines will help you powerfully and positively influence the Service Leadership Program clubs you lead.

1. Appoint a Kiwanian or a committee of Kiwanians to be Service Leadership Program (SLP) advisors.
2. Attend SLP meetings and events.
3. Maintain an expense line item in the service account.
4. Meet with the school principal or facility manager each year.
5. Ensure all dues and fees are paid.
6. Make sure SLP officers receive proper training.
7. Schedule an annual meeting with Kiwanis and SLP leadership.
8. Host or participate in joint activities.
9. Invite SLP club members to attend Kiwanis meetings.
10. Ensure SLP members are provided training opportunities beyond the club level.

**Key Leader:** These requirements don’t necessarily apply to Key Leader, a weekend leadership event for high school students. Learn more about Key Leader at [www.key-leader.org](http://www.key-leader.org).
Kiwanis International Foundation

Since 1939, the Kiwanis International Foundation has been the charitable fundraising entity of Kiwanis International. The foundation maintains several endowment funds to which gifts and bequests are contributed to preserve the Kiwanis heritage. Each Kiwanian worldwide is a member of the Kiwanis International Foundation. Kiwanians, therefore, find preferred ways to continually support the foundation by contributing to established programs, including the foundation in their will, or naming the foundation as a beneficiary in an insurance policy. Kiwanians ensure the perpetuation of the Kiwanis International Foundation and its mission: "To assist Kiwanis International in serving the children of the world." Because Kiwanians care and give so generously, the foundation is able to fund grants for activities and programs that meet the principal needs of children around the world.

Kiwanis International Foundation programs

TABLET OF HONOR
The highest level of recognition offered by the foundation honours deserving individuals, Kiwanis clubs, divisions, districts or organisations that have exemplified dedicated service to Kiwanis, their club, community or mankind. This recognition signifies a minimum contribution of US$2,000.

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

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

GEORGE F. HIXSON FELLOWSHIP
Individuals, Kiwanis clubs, divisions and districts establish an individual’s membership through a US$1,000 contribution or a minimum initial contribution of US$200, pledging to contribute the balance over four years. Diamond-level status is attained by making an additional US$1,000 contribution.

KIWANIS CHILDREN’S FUND
The Kiwanis Children’s Fund was created by the foundation to provide individual Kiwanians an opportunity to make gifts that help fund the needs of children around the world through the foundation’s grants program.
KIWANIS LEADERSHIP SOCIETY
This program provides Kiwanis clubs, divisions and districts an opportunity to recognise deserving individuals for their leadership accomplishments and service to the Kiwanis family through a US$100 contribution.

MEMORIALS AND TRIBUTES
Memorial contributions honour a deceased Kiwanian, family member or friend. Tribute and “in honour of” contributions are made to honour Kiwanians, family members or friends on anniversaries, birthdays and other special occasions.

ANNUAL CLUB GIFT CAMPAIGN
The Annual Club Gift Campaign is conducted between October 1 and September 30 each year to provide the foundation with its primary source of unrestricted funds. These funds provide support for Kiwanis-family programs.

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

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

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

HONOR CLUB BANNER RECOGNITION
The Honor Club Banner recognises clubs that excel in supporting the Kiwanis International Foundation through memberships in the Heritage Society, Tablet of Honor and/or George F. Hixson Fellowship programs.

ROBERT P. CONNELLY AWARD FOR HEROISM
This award is given in honour of Robert P. Connelly, a fellow Kiwanian who gave his life attempting to save the life of another. The award is given to individuals who, like Connelly, put their own life at risk for the sake of another.
SUPPORTING THE KIWANIS FAMILY

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

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

The foundation also assists victims of disaster worldwide:

- 911 Victims Children’s Fund
- Tsunami Relief
- Hurricanes in Florida and Alabama
- Tornadoes in Ohio and Alabama
- Typhoons in the Philippines
- Earthquakes in El Salvador and Taiwan
- Kosovo Refugee Children Relief
- Ice storms in northeastern U.S.
- Flooding in Jamaica, Colombia, Ecuador, Mexico and Europe
- Devastating bushfires in Victoria Australia

You may reach the foundation by writing to: 3636 Woodview Trace, Indianapolis, Indiana 46268-3196
Call: 800-KIWANIS (U.S. and Canada), 317-875-8755 (worldwide)

E-mail: kif@kiwanis.org.au
Web at: www.kiwanis.org/kif
Sponsorship of a Service Leadership Program

SUPPORTING THE DISTRICT CHARITABLE TRUST

Clubs and individual Kiwanians are asked to support the District Charitable Trust by either making donations directly or encouraging the public to make donations to “The Trust.”

Two separate Accounts are operated by “The Trust.”

Eligible Projects Fund -
- To receive donations from Kiwanis Clubs and other non-deductible donations for eligible Projects as approved by the Australia District Board from time to time for which the eligible Projects shall first be registered with the Australian Taxation Office for receipt of such funds as a Deductible Gift Recipient.

Gift Fund
- Which allows tax deductibility for donations over $2.

District Charitable Trust

Since 1994, the Kiwanis Australia District has been operating District Charitable Trust. Its original purpose was to receive donations for the Kiwanis International IDD - Worldwide Service Project on Iodine Deficiency. On the cessation of this project the Trust Deed was replaced to establish the current Kiwanis Australia District Charitable Trust and is registered with the Australian Taxation Office as a “Gift Deductible Recipient.”
Kiwanis International’s governing documents are intended to be a “one-stop” reference guide for Kiwanis leaders at the club, division and district levels. They include the Kiwanis International Bylaws, Kiwanis International Board Policies and Procedures, and the Standard Forms for Club Bylaws and District Bylaws.

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

The most current of each document is available at:

http://community.kiwanisone.org/media/g/normativa/default.aspx
Club status

“In good standing” status

To be “in good standing,” a Kiwanis club must comply with the Essential Actions of a Kiwanis club as defined by the international board, which are:

A. Comply with all the provisions of the Bylaws and Policies and Procedures of Kiwanis International, its district and its federation (if any)
B. Comply with the current Standard Form for Club Bylaws, modified as approved by the international board of trustees
C. Implement community-service projects, including those that support Young Children: Priority One
D. Sponsor or support a Kiwanis Kids 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 and eleemosynary activities
J. Complete the annual club organisation, 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 fulfilment 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)
Club status

Clubs on probation

A. **Conditions:** A district or federation (if any) board of trustees may place a club on probation for a violation(s) of the essential actions for a period not to exceed six (6) months.

B. **Notice:** A written notice of the violation(s) and a copy of the findings and conditions to be met to eliminate the probation must be sent to the club president, club secretary, lieutenant governor and the executive director.

C. **Response:** Such club will be given at least thirty (30) days to respond to such violation(s) and may request a hearing on such violation(s) before the district or federation (if any) board.

D. **Extension:** If the club makes partial improvements, the probation may be extended by the district or federation (if any) board for up to two (2) additional periods, not to exceed three (3) months each.

E. **Charter suspension or revocation:** If the violation(s) have not been corrected by the club within the probation period, the district or federation (if any) board shall recommend to Kiwanis International the suspension or revocation of the club’s charter, or as provided in the International Bylaws, the international board may suspend or revoke the club’s charter and/or prevent the club from using the Kiwanis marks.

F. **Referral to international board:** At any time, the entire matter, together with a copy of all proceedings, correspondence and recommendations may be referred by the club, district or federation (if any) board to the international board, or the international board may initiate a review of such proceedings.

G. **Return to “in good standing” status:** If, at any point in this process prior to charter suspension or revocation, the club complies with the requirement, the violation of which resulted in probation, then the club shall be returned to “in good standing” status and shall be so notified by the district or federation.
Clubs not current with financial obligations

A. **Charter suspension**: When a club fails to pay its dues or subscriptions or other indebtedness exceeding US$150 to Kiwanis International or annual dues to its district or federation (if any) within ninety (90) days after such amounts are due, the club shall be considered not current with its financial obligations and placed on charter suspended status.

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

C. **Written notice and status report**: A notice of and reasons for not being current with its financial obligations will be sent no later than one hundred and twenty (120) days after the indebtedness is due to the last reported president and secretary of the club by the executive director or designee, and copies shall be sent to the district. Notice will also be sent no later than one hundred and fifty (150) days to all last-reported club members.

D. **Charter revocation**: When a club fails to pay its dues, subscriptions or other obligations to Kiwanis International, to the federation (if any), or pay dues to its district within six (6) months after such amounts are due, under the International Bylaws, the club charter and membership shall be revoked at the next Kiwanis International board meeting. Whenever the international board shall direct revocation of a club charter for non-payment of financial obligations, the club shall be notified immediately of such action by the executive director or designee.

E. **Return to “in good standing” status**: If, at any point in this process prior to charter revocation, the club pays its full indebtedness, the club shall then be returned to “in good standing” status and shall be so notified by the executive director or designee.

Clubs at risk for low membership

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

B. **Assistance**: During the period a club is deemed to be at risk, Kiwanis International and/or the district will provide membership development programs to assist the club in the process of increasing its membership to a level wherein the club can function fully and fulfil its responsibilities of a club as required in the Essential Actions.
Reports, verifications and forms for the administrative year

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

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>DUE DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REQUIRED</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Annual report of club election</strong></td>
<td></td>
</tr>
<tr>
<td>Completed by: secretary</td>
<td>June 1</td>
</tr>
<tr>
<td>Purpose: To notify Kiwanis International and the district of club officers for the coming administrative year. Information will appear in the Kiwanis International directory. Form is sent from Kiwanis International in mid-April.</td>
<td></td>
</tr>
<tr>
<td><strong>Annual club report</strong></td>
<td></td>
</tr>
<tr>
<td>Completed by: president and secretary</td>
<td>October 31</td>
</tr>
<tr>
<td>Purpose: To report club activities and service for the year. E-mailed to club secretary from Kiwanis International in early September. (Instructions for competitive Honor Club Program are included.)</td>
<td></td>
</tr>
<tr>
<td><strong>Membership information form</strong></td>
<td></td>
</tr>
<tr>
<td>Completed by: secretary</td>
<td></td>
</tr>
<tr>
<td>Purpose: To add, delete or transfer a member, to change member information. New forms can be downloaded from the Australia District Website or attached to the excel reporting Spreadsheet.</td>
<td></td>
</tr>
<tr>
<td><strong>Club president/secretary change notification</strong></td>
<td></td>
</tr>
<tr>
<td>Completed by: secretary</td>
<td></td>
</tr>
<tr>
<td>Copies may be requested from the Member Services Department.</td>
<td></td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>DUE DATE</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>REQUIRED (continued)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Delegates certification</strong></td>
<td></td>
</tr>
<tr>
<td>Completed by: attendees</td>
<td>30 days preceding convention</td>
</tr>
<tr>
<td>Purpose: To designate official voting representatives of the club to the international convention. Certificate is sent to registered members from Kiwanis International with instructions on how to complete and submit it.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>OTHER</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Official monthly report</strong></td>
<td></td>
</tr>
<tr>
<td>Completed by: secretary</td>
<td>Due by or postmarked by the 10th of the following month.</td>
</tr>
<tr>
<td>Purpose: To report administrative and service activities of the club during the month.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>International convention registration and housing</strong></td>
<td></td>
</tr>
<tr>
<td>Completed by: attendees to convention</td>
<td>Follow due date instructions assigned to the district.</td>
</tr>
<tr>
<td>Purpose: To register convention attendees and reserve accommodations in hotel on form. Registration and housing forms are sent in convention mailing from Kiwanis International in December.</td>
<td></td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>DUE DATE</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>District convention delegate certification and registration</strong></td>
<td>Follow due date instructions on form</td>
</tr>
<tr>
<td>Completed by: attendees.</td>
<td></td>
</tr>
<tr>
<td>Purpose: To register convention attendance and reserve accommodations. Forms are sent from district.</td>
<td></td>
</tr>
<tr>
<td><strong>New-membership information form</strong></td>
<td>Submitted by sponsoring member to the secretary who presents it to the board for approval.</td>
</tr>
<tr>
<td>Completed by: membership committee/secretary</td>
<td></td>
</tr>
<tr>
<td>Purpose: To gather pertinent information on all members, following approval for membership. Information may be used during induction. Available online.</td>
<td></td>
</tr>
<tr>
<td><strong>Kiwanis member referral form</strong></td>
<td>When club member relocates</td>
</tr>
<tr>
<td>Completed by: membership committee/secretary</td>
<td></td>
</tr>
<tr>
<td>Purpose: To help keep a valued Kiwanian in membership.</td>
<td></td>
</tr>
<tr>
<td>When a club member moves to a new location, send to secretary of club in new location. Available online.</td>
<td></td>
</tr>
<tr>
<td><strong>Annual reports for not-for-profit corporations</strong></td>
<td>Varies</td>
</tr>
<tr>
<td>Completed by: secretary</td>
<td></td>
</tr>
<tr>
<td>In some areas (states, territories), a not-for-profit corporation such as an incorporated Kiwanis club is required to file an annual report. Check with a local office of business affairs or appropriate government department to determine whether this applies to your club.</td>
<td></td>
</tr>
</tbody>
</table>
## INDEX

<table>
<thead>
<tr>
<th>Accounts</th>
<th>page 12-13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Service</td>
<td>page 12-13</td>
</tr>
<tr>
<td>AK Magazine</td>
<td>page 73</td>
</tr>
<tr>
<td>Aktion club</td>
<td>page 76</td>
</tr>
<tr>
<td>Annual audit</td>
<td>page 14</td>
</tr>
<tr>
<td>Annual club meeting</td>
<td>page 7-8</td>
</tr>
<tr>
<td>Board of directors</td>
<td>page 27</td>
</tr>
<tr>
<td>Bring Up Grades</td>
<td>page 77</td>
</tr>
<tr>
<td>Builders club</td>
<td>page 75</td>
</tr>
<tr>
<td>Circle K</td>
<td>page 76</td>
</tr>
<tr>
<td>Club assessment</td>
<td>page 31</td>
</tr>
<tr>
<td>Club publications</td>
<td>page 72</td>
</tr>
<tr>
<td>Club status</td>
<td>pages 83-85</td>
</tr>
<tr>
<td>Committees</td>
<td>page 22</td>
</tr>
<tr>
<td>Community analysis</td>
<td>page 30-31</td>
</tr>
<tr>
<td>District Charitable trust</td>
<td>page 82</td>
</tr>
<tr>
<td>Division council</td>
<td>page 58</td>
</tr>
<tr>
<td>Foundation (Kiwanis International)</td>
<td>page 79</td>
</tr>
<tr>
<td>Governor official visit</td>
<td>page 60</td>
</tr>
<tr>
<td>Induction</td>
<td>page 41-42</td>
</tr>
<tr>
<td>New members</td>
<td>page 41-42</td>
</tr>
<tr>
<td>New officers</td>
<td>page 43-46</td>
</tr>
<tr>
<td>Key Club</td>
<td>page 76</td>
</tr>
<tr>
<td>Key Leader</td>
<td>page 77</td>
</tr>
<tr>
<td>Kiwanis Family publications</td>
<td>page 73</td>
</tr>
<tr>
<td>Kiwanis International internet sites</td>
<td>page 74</td>
</tr>
<tr>
<td>Kiwanis International Update</td>
<td>page 73</td>
</tr>
<tr>
<td>Kiwanis Kids</td>
<td>page 75</td>
</tr>
<tr>
<td>Legion of Honor</td>
<td>page 71</td>
</tr>
<tr>
<td>Lieutenant-governor</td>
<td>page 47</td>
</tr>
<tr>
<td>Magazine</td>
<td>page 73</td>
</tr>
<tr>
<td>President</td>
<td>page 19</td>
</tr>
<tr>
<td>Secretary</td>
<td>page 1</td>
</tr>
<tr>
<td>Terrific Kids</td>
<td>page 77</td>
</tr>
<tr>
<td>Treasurer</td>
<td>page 9</td>
</tr>
<tr>
<td>Vice-president</td>
<td>page 26</td>
</tr>
</tbody>
</table>