



# Kiwaniis®

## Strategic Plan



# Club Planning Tool

Think of a strategic plan as an organization's road map. You can choose the roads you want to take, but the strategic plan ensures you reach your destination—**your goals**.

The Kiwanis I-Plan is designed for clubs to use as a path toward accomplishing common goals. The I-Plan model starts with creating a vision of where your club wishes to be in the future. The strategic plan's four priorities will help clubs thrive for years and become a positive force for good in the world.

To get started, select 5-6 people from your club who are committed to seeing your club thrive. Your planning committee needs to represent diversity in background, experience, age, gender, talents and views.

**Then, follow this guide to create and implement your plan:**

- 1. Create the vision**
- 2. Gather and analyze information**
- 3. Develop your plan**
- 4. Communicate the plan**
- 5. Implement the plan**
- 6. Measure results**
- 7. Celebrate success**

**1. Create the vision** - Determine where your club wants to be in the future. Align your club's vision with the priorities of the Kiwanis International strategic plan.

**Motto:** Serving the children of the world.

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

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

**Vivid Description:** Our **global network** includes a *dynamic family of clubs*, individual *supporters, alumni, donors, NGO partners* and *corporate sponsors*. Every **community** around the world has an opportunity to participate in or benefit from a Kiwanis experience. Based upon a **legacy of service**, this **global network** is dedicated to **building community** and *improving lives* by providing opportunities for *service, fellowship, leadership, and philanthropy* according to *local needs, cultures and member interests*.

**Our club's vivid description:**

(Instead of writing a vivid description, write descriptors you would like to hear, see and feel in five years.)

## 2. Gather and analyze information - By collecting information, the planning process becomes more effective.

Utilize the Achieving Club Excellence (ACE) tools to assist with the collection and analysis of information. Collect information by:

- **Asking your members**
- **Surveying community leaders**
- **Collecting membership data and trends**
- **Assessing club projects and fund raising**
- **Measuring your club's visibility**

Next, use the data you've collected and your personal views to thoroughly respond to the following questions:

**What is happening within your club that makes it strong?**


**What opportunities does your community offer that can help achieve your club's vision?**

**What are the weaknesses in your club that are barriers?**

**What are the external factors that might hinder your club's efforts?**

Finish analyzing all your information. As you plan, include the four key concepts of: Kiwanis community, SLPs as partners in service, Kiwanis network of service and your club's own signature project.


**3. Develop your plan** - It is time to begin designing your path. Take your shared vision, information, thoughts and observations and work through the planning pages to highlight your club's strategies and tactics for success.

Overall Priority	Strategies	How will you accomplish the strategy? List all the specific steps you'll take on the next page.
<p><b><i>Inspiration:</i></b></p> <p><b>MEMBERSHIP &amp; ENGAGEMENT</b></p> <p>To build, retain and support a growing Kiwanis membership</p> 	KI: Increase membership. <b>Club:</b>	
	KI: Open new clubs. <b>Club:</b>	
	KI: Develop leaders. <b>Club:</b>	
	KI: Focus on service to invite new members, strengthen clubs and open clubs. <b>Club:</b>	
	KI: Build a strong network of local and global partners. <b>Club:</b>	

To achieve the club’s goals, each committee should create supportive SMART (specific, measurable, actionable, realistic and time bound) action items. Using the club’s I-Plan, each committee can determine action steps, measurements, target dates and people responsible.

<b>Committee _____</b>			
<b>Strategy: _____</b>			
<b>Operational steps to accomplish the strategy</b>			
<b>What specifically will you do?</b>	<b>How will you measure it?</b>	<b>By what date?</b>	<b>Person Responsible?</b>


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<p><b><i>Impact:</i></b></p> <p><b>MEANINGFUL SERVICE</b></p> <p>To perform meaningful service, with service to children as our priority</p> 	KI: Empower and support growth in our Service Leadership Programs. <b>Club:</b>	
	KI: Align relevant service with community needs. <b>Club:</b>	
	KI: Encourage the development of a signature project in each club. <b>Club:</b>	
	KI: Encourage hands-on service projects. <b>Club:</b>	

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<p><b>Image:</b></p> <p><b>OUR KIWANIS IMAGE</b></p> <p>To enhance the Kiwanis image in the community</p> 	KI: Increase name recognition in the community. <b>Club:</b>	
	KI: Increase knowledge of our mission, both internally and externally. <b>Club:</b>	
	KI: Unify all Kiwanis brands. <b>Club:</b>	
	KI: Promote the Kiwanis vision and vivid description. <b>Club:</b>	
	KI: Promote signature projects. <b>Club:</b>	



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<p><b>Investment:</b></p> <p><b>FINANCIAL VIABILITY</b></p> <p>To ensure financial viability and responsible stewardship.</p> 	KI: Exercise proper stewardship of resources. <b>Club:</b>	
	KI: Build a non-dues revenue base. <b>Club:</b>	
	KI: Simplify the organizational dues structure and process. <b>Club:</b>	
	KI: Develop financial education. <b>Club:</b>	
	KI: Build the Children's Fund. <b>Club:</b>	

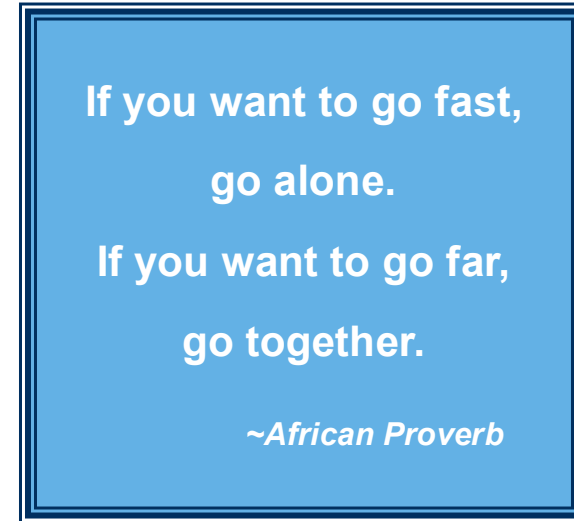
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## 4. Communicate the plan

**Communicating the plan is critically important to keep everyone involved and focused.**

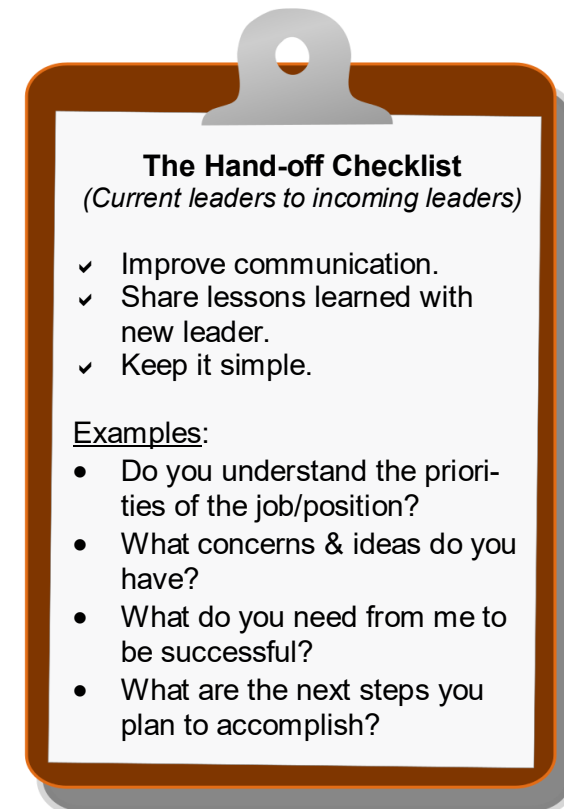
- The first step to communicating your plan is to format it in a way that makes it easy to share.
- Design a one-page summary of the plan listing the major goals in each of the four areas of the I-Plan.
- Create a poster of this one-page summary to display at club and Board meetings.
- Hand off key areas of the plan to club committees. Instruct committee chair persons to list all action items needed to achieve club goals.



## 5. Implement the plan

**After the club board of directors approves the plan, assign board members to oversee the specific areas of the plan. In addition, use the following guidelines to ensure that your club I-Plan is well executed:**

- Assign committees or club members to be accountable for the results.
- Review or create job positions in your club with responsibilities to support the plan.
- Invest the necessary resources (money and manpower) to achieve results.
- Require regular updates from committees on status and progress toward goals.
- Regularly review progress at monthly board meetings.
- Keep the goals of the plan and milestone achievements visible.



## 6. Measure results

**Mile markers are checkpoints of your progress toward your goals.**

- Keep in mind that mile markers are not measures of activity, but preliminary achievements of your plan.
- For example: You want to increase membership in your club by 10 percent. Hosting a guest day at a club meeting is an activity.
- The mile marker to measure is how many attendees of the special guest day joined your club.



Sometimes plans do not get the desired results. If after evaluating your club's plan you find out that you are going nowhere or in the wrong direction, you will need to revisit your strategy or reconsider the mile markers. Maybe it was unrealistic to achieve a goal in the given time frame.

Communicate your evaluation results. An important part of the strategic plan process is communicating your lessons learned to others. Think who could benefit from what your team has learned through the process.

## 7. Celebrate success

**Your club members have worked hard to make your club successful. Consider planning a formal or social event that is filled with fun, fellowship and recognition.**

However, there's no need to wait to recognize a job well done. Recognition is most effective when it is frequent and immediate.

**Recognize your community partners.**

Many of the successes in your Kiwanis club are the result of the community relationships and partnerships your club has developed.

Without this support, the impact and scope of these projects would be diminished. Acknowledge your club's partners and sponsors to:

- Inspire others to become involved.
- Build community support for future initiatives.
- Offer opportunities to highlight community issues.
- Demonstrate that one person can be an effective agent for change.
- Make those engaged in service feel that they and their work is valued.
- Provide examples for the rest of the community.
- Gain media coverage for club and partners.

**Next Steps**



Review this planning guide with club Board of Directors


## NOTES