NOTE: In terms of responsibility entity the governor and district board is accountable for every goal listed in this strategic plan along with those listed under each goal. There is no priority order intended for these goals. All are important for the future success of the district.

GOAL 1: MEMBERSHIP GROWTH
The district membership total will be a minimum of 4700 members by October 1, 2020.

STRATEGY: New club building, club revitalization, making club service the centerpiece of clubs, improved Kiwanis education of club officers and members, bringing Club Leadership Education (CLE) to clubs (groups of clubs) along with numerous Achieving Club Excellence Workshops (ACE) throughout the district. Every part of this strategic plan impacts the success of membership growth for the district. Another strategy is to have each Division select 1-2 clubs that need revitalization and to work closely to aid these clubs in growth and improvement.

In 2013 Kiwanis International launched a five-year member-led campaign designed to build a leadership structure to increase the number of Kiwanis clubs and members. This campaign, entitled The Formula, (“Love it-Share it-Live it”) is to develop the organizational knowledge and skills to give current and future Kiwanians support to make membership growth a priority. The main concept of The Formula is to promote enthusiasm and pride in Kiwanians and their clubs whereby they share it with prospective members. Nearly 25 percent of clubs in the District have grown or maintained their membership the last 6 years, and we have targeted these clubs to provide members of the Formula team to serve as Club Counselors and New Club Openers in each Division. Each Division will have 3 or more Formula team members serving their Division.

- As of February 2016 twenty-one percent (or 30 clubs) of clubs in the District are below charter strength (15 members).
- Clubs under charter strength will be offered support and counseling to strengthen their membership through the Lt. Governors and the Formula team members.
- Clubs that are not maintaining or increasing membership are losing between one and two members a year. While natural attrition is expected, Lt. Governors and Formula team members will target clubs to determine they have an active membership committee and goal each year to replace these attritions and retain and gain members.
- Increase number of club membership chairs. About 30% of clubs reported in 2016 that they have a club membership chair.

Healthy growth starts with creating more healthy Kiwanis clubs. The Formula campaign focuses on the recruitment and organization process.

- The District Governor, in consultation with the Lt. Governor and Formula teams, will determine the number and location of new clubs the District can successfully open each year.
- Success of these new clubs will be strengthened by active and continued mentoring during the first few years of operation. Mentoring should be the responsibility of the sponsoring club, along with the Lt. Governor and Formula teams, Past District Officers Association and others.

Healthy growth is something to celebrate.

- The District Formula Chair will develop a program of awards and recognition to acknowledge clubs and Kiwanians who achieve specific bench-marks. Suggestions are
when Divisions charter a new club, when a club returns to charter strength, when a club
nets a 10% growth, when a member recruits 3 or more members, etc.

**ASSESSMENT:** District benchmarks for membership growth are achieved each year:
Percentage of below charter strength clubs shall reduce each year. Baseline was 4,892
members on October 1, 2012. The most recent end of year total for 2014-2015 was 4197. The
goal for membership in the next five years is listed below:

- 2015-2016: 4300 members
- 2016-2017: 4400 members
- 2017-2018: 4500 members
- 2018-2019: 4600 members
- 2019-2020: 4700 members

**NOTE:** From 2007-2015 the district had an average yearly membership loss of 4.88%.

**RESPONSIBLE ENTITY:** District Governor, in consultation with the Executive Board, District
Formula Chair, Formula Team and Lt. Governor Teams.

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**GOAL 2: SERVICE LEADERSHIP PROGRAM (SLP) AND GROWTH AND SUPPORT OF SLPs**
The district will have 70% of all clubs sponsor one SLP by October 1, 2017; aid and educate
clubs in their responsibilities of sponsorship.

**STRATEGY:**
- Improved SLP advisor education.
- Educate clubs about SLP’s.
- Emphasis at district and Division conferences with workshops.
- Emphasis at CLE and ACE workshops.
- Improved “best practices” materials for clubs and on district website,
- Testimonials on the district website of SLPs’ successes.
- Strategic approach to aiding clubs including district administrators of SLP’s and district
  officers.
- District works on improved tracking by district and incentives presented by the Lt.
  Governor team for clubs building SLP’s.

The strategic planning committee recommends that the director of administration position now
include being a liaison to all SLPs in the district. The position description therefore must be
rewritten.

**ASSESSMENT:** District benchmarks for SLP’s in clubs achieved each year:
Baseline is approximately 50% of district clubs support one or more SLPs on October 1, 2012.
- 2012-2013: 50%
- 2013-2014: 55%
- 2014-2015: 60%
- 2015-2016: 65%
- 2016-2017: 70%

**RESPONSIBLE ENTITY:** Administration/SLP Director, SLP Administrators, Education Director,
Governor/district board.
GOAL 3: SERVICE GROWTH

The district develops a hands-on district service project for the 2013 convention. A district wide service project is a major goal for the MN-DAK District in the next three years. This service project delivering/reading books to children from prenatal to Kindergarten, along with forums for presenting why early childhood development is crucial for our children and society at large. The district aids clubs in making service the centerpiece of their club.

STRATEGY:

- Focus on club reports on service/service hours. Use number of service hours reported as a benchmark for progress.
- Define difference between service and fundraising, district wide service project for all clubs that culminates in large scale service project at the district convention with all participants given the opportunity to participate.
- Incentives for clubs to do meaningful service such as matching service grants from district for clubs.
- Make information available to clubs for “best practices” in service projects shared by Division teams at district convention and Division conferences and in district newsletter and website.
- A pilot service project began in June 2013 in southern Minnesota Kiwanis clubs through a partnership with the Southern Minnesota Initiative Foundation (SMIF) headquartered in Owatonna, MN. If successful the project will be expanded to the entire state of Minnesota and then the entire MN-DAK District. It is expected that the SMIF will give Kiwanis Clubs volunteering to be in the project books to be read to children up to kindergarten. Books will be given to each child after the book is read. The Director of Service for MN-DAK will oversee the reading to children initiative.
- The district will work to encourage all clubs to develop or maintain a signature service project. A signature service project has the following attributes:
  - Recurring: At a minimum, the project should take place annually.
  - Brand enhancing: The project should be designed to elevate the Kiwanis brand in the local community with opportunities for public relations activities, such as Kiwanis naming rights, media mentions, etc.
  - High impact: The project should have a demonstrable positive impact on the community; this impact should be measurable in monies raised, children served, flags hung, playgrounds built, etc.
- Promote the Oasis book project along with ongoing evaluation.

ASSESSMENT:

- The Lt. Governor teams make baseline assessment of service of clubs each year. Compare this baseline with reports of clubs each year. Achieve growth in membership service hours for clubs, Divisions and district.
- The SMIF project will be evaluated annually and a report sent to Strategic Planning Committee and the funders.

RESPONSIBLE ENTITY: Director of Service, District Convention Director
GOAL 4: IMPROVED KIWANIS EDUCATION

Improve Kiwanis Education for district officers/administrators/directors, club officers and members of Kiwanis clubs. By October 1, 2017 the district will have 100% of club presidents and secretaries complete Club Leadership Education (CLE) through blended education or face to face or online. Blended education is encouraged for club presidents by 2013-2014. (Blended education is a combination of face-to-face forums such as CLE and online education over a period of time).

STRATEGY:

- Achieving Club Excellence (ACE) workshops.
- Improve electronic education in district, make education a top priority at district convention and Division conferences.
- Promote Kiwanis education videos for club meeting programs.
- Increase number of quality instructors for CLE so more sessions can be offered near clubs.
- An education booklet to help district and club leaders.
- Emphasize the importance of education and offer incentives for officers/clubs who attend CLE.
- Leadership seminars held to teach leadership skills.

Note: The entire district strategic plan is infused with strategies that lead to more and better Kiwanis education.

ASSESSMENT: Baseline of CLE completion by club president/secretary of 55% for 2011-2012.
2015-2016: 70%
2016-2017: 80%
2017-2018: 90%
2018-2019: 100%

Note: Prior to 2011 when Kiwanis Education was restructured by Kiwanis Education, the district CLE completion rate was around 35%.

RESPONSIBLE ENTITY: Director of Education/ Education Committee and CLE/ACE instructors

GOAL 5: IMPROVED COMMUNICATION WITHIN DISTRICT, DIVISIONS AND CLUBS

- The district website and Minnekotan will become the main communication tool for the district/clubs/members over the next five years.
- Online district convention registration will continue to be an option along with credit payment.
- All aspects of Kiwanis communication between the district and Divisions, Divisions and clubs, and clubs and members will be improved.

STRATEGY:

- Encourage district directors, SLP administrators, and Lt. Governors to write articles for the Minnekotan.
- Encourage clubs to submit articles on service projects and other events of interest to the district.
- Work to have emails for ALL district members who have email.
• Develop a best practice area on website that can continually be added to.
• Start an archived “frequently asked questions” area on the district website.
• Continue to have ALL members of the district receive the Minnekotan reminder as each issue comes out electronically.

ASSESSMENT:
• Annual review of Minnekotan by the strategic planning committee with the focus on number and quality of articles on website and Minnekotan and other improvements as listed in strategy above.
• Work for increased use of the district website and have more of the members reading the Minnekotan.

RESPONSIBLE ENTITY: District Secretary, Lt. Governor team, club presidents, district board.

GOAL 6: IMPROVE THE DISTRICT CONVENTION AND DIVISION CONFERENCES
District Convention and Division Conferences will be improved to assure a quality member experience. Attendance at district convention will increase from 200 to 400 by 2017.

STRATEGY: Develop a plan to build attendance at all events through a more vibrant and interesting event by starting with the member in mind. Form a convention committee that aids the convention director in the planning and implementing of the district convention.

• Develop a group, hands-on service project as the centerpiece of the district convention and Division conferences.
• Call the Division Conferences by the following name “Division Education Conference and Governor’s Visit” to stress the importance of the meeting to clubs, which includes sharing ideas and education. The Division conference serves to develop new leaders, elect a new Lt. Governor, and encourage fellowship and Kiwanis education for Division members. An important part of Lt. Governor Education should be a quality template for Division conferences, which includes timeline, invitations, organizational issues, silent auction possibilities, etc.
• Develop all events at the district convention from the perspective of the member attending, NOT the officer perspective. The goal is a high quality experience for attendees. Consider using some funds from the district surplus fund as necessary.
• Provide incentives for clubs who send groups of members to the convention. For example, clubs that register three or more members receive discounted registration.

ASSESSMENT: Convention committee develops and uses each year a checklist and evaluation for the convention along with comments from those attending.
2015  200
2016  250
2017  260
2018  270
2019  280
2020  290

RESPONSIBLE ENTITY: District Convention Director, District Convention Committee, Lt. Governor team, District Secretary
GOAL 7: THE DISTRICT FOUNDATION, KIWANIS INTERNATIONAL FOUNDATION, THE ELIMINATE CAMPAIGN, AND THE DISTRICT OUTREACH FUND.

Donations from Clubs and individuals to MN-DAK and Kiwanis International are an important part of being a Kiwanis member. Although there are expectations for clubs and individual members, but not requirements, there is often confusion about each of these possible areas to donate to. A goal of the district is to improve education concerning making donations to clubs and individual members continuing to encourage members to see these donations as part of the Kiwanis experience and service to others.

Since ELIMINATE is a special, worldwide project, MN-DAK does have set goals. They are as follows:

2. Eighty percent of all clubs contributing to ELIMINATE CAMPAIGN by 2017.
3. One club in district donates $100,000 (Fargo Club)
4. A total of 30 clubs becoming model clubs with donations of $750 average per member
5. Donations of 400 Zeller Fellowships ($1250 for a Zeller Fellowship)
6. Increase membership through ELIMINATE CAMPAIGN of 100 members.

STRATEGY: Education is a key to clubs and members of clubs understanding why they should donate to various Kiwanis causes and what these various causes are all about. To this end, the district will develop a presentation on areas for donations that will be part of the speaker’s bureau discussed previously. There also needs to be articles and testimonials on the district website and through the Minnekotan. All Lt. Governors need to understand completely these various areas for donations and include explanations (with a handout piece) when visiting clubs. For the ELIMINATE PROJECT there is already a structure within the district at work.

ASSESSMENT: Do polling of clubs concerning their level of understanding of these various donation areas.

The ELIMINATE CAMPAIGN assessment is being done through an existing structure begun in 2011.

RESPONSIBLE ENTITY: District Chair of Kiwanis International Foundation, President/Board of the MN-DAK Education Foundation, District Coordinator for the Kiwanis International Eliminate Project

GOAL 8: DISTRICT STRUCTURE REVIEW

Realign and structure the district based on changes in membership and demographics since 2002 when the “Region” concept began. Look at creative approaches to the structure of the Lt. Governor teams and Division officers. Work to improve leadership development for district positions including accountability of the Lt. Governor positions i.e. reports must be completed before reimbursement given by district. Develop detailed guidelines for Division conferences using best practices around the district. Improve caucuses at district convention through better education and preparation. Annually review the current budget formulas used for the Lt. Governor teams and Division work and make changes as necessary.

STRATEGY: Do a continual analysis and review of district structure at annual strategic planning session. This means an annual date needs to be selected for the strategic planning
session each year along with a budget to support this weekend meeting of the district executive committee plus the district directors. It is suggested this meeting take place just prior to the summer district convention to save travel costs.

**ASSESSMENT:** An annual review will be completed prior to the annual strategic planning annual meeting. This review will research spending patterns of Divisions and Lt. Governor teams, the activity of Lt. Governor teams, best practices within each Division, and other information that may be germane to improving the structure of the district. The Strategic Planning Committee will include the executive committee of the district plus the district directors. Others can be invited at the discretion of the current governor. Any changes to the district structure would be voted on by the District Board and/or at the House of Delegates at the district convention.

**RESPONSIBLE ENTITY:** Strategic Planning Committee

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**Minnesota-Dakotas Strategic Planning Committee:**
Governor
Governor-Elect
Immediate-Past Governor
Membership/Growth Director
Service Director
Education Director
Administration Director
District Secretary/Treasurer
District Convention Director