

MEMBERSHIP DEVELOPMENT MANUAL

Membership Development Manual

What’s a goal without a plan? Just a dream. Kiwanis is all about making dreams reality—for children and communities around the world, and for the clubs that serve them. That’s what this Membership Development Manual is all about: Making your club the very best it can be.

Use the information and resources in these chapters to set your goals, write your plan and make dreams come true.

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NEW-CLUB BUILDING

If one can make a difference, then imagine what one new club of 25, 50, or 75 people could do. You have the power to make that difference by building a new Kiwanis club. In seven simple steps, you can change a community for the better. Join your fellow Kiwanians and create a lasting legacy.
Build a new club today!



The purpose of life, after all, is to live it, to taste experience to the utmost, to reach out eagerly and without fear for newer and richer experiences.

—Eleanor Roosevelt,
former first lady of the United States



NEW-CLUB BUILDING

One of the greatest services Kiwanis members can provide is to help open a new club. Your club already provides much-needed resources to the local community. Imagine expanding your positive influence even more.

Staying focused on why *you* joined Kiwanis will make the new-club-building process fun, rewarding and productive.

Kiwanis International offers a number of resources to make opening a new club simple. It's as easy as following these seven steps.

1. Form a new-club team.
2. Evaluate opportunities.
3. Connect to the community.
4. Invite members.
5. Get organized.
6. Educate members and train officers.
7. Support and mentor.

For an outline of these seven steps, as well as a two-month planning calendar, download the Quick-start guide from www.KiwanisOne.org/build, also included with the site survey kit.

Step One

Form a new-club team

No need to do it alone and no need to reinvent the wheel. The lieutenant governor, new-club builder, club counselor and supporting members of the sponsoring club can form a team and follow a game plan.

- **Get the tools.** Request a site survey kit at www.KiwanisOne.org/sitesurveykit. Complete the online form to request support resources from Kiwanis International. Once the kit is requested, the area director will be notified and will contact the club builder to confirm the site.
- **Talk with the Growth team.** Contact your district Together Achieving Growth representative via e-mail at tagteam@kiwanis.org. These district growth volunteers will help you open, promote, strengthen and grow your club.
- **Tap into talent.** Learn about the role and expectations of the sponsoring club. In order to maintain momentum and excitement, break down the tasks related to new-club sponsorship and tap the talents in your club. The three main responsibilities include:
 - Recruiting new members
 - Mentoring the new club for at least a year
 - Helping it grow in membership
- **Know your role.** Review the *Sponsoring club orientation* available online and the *Responsibilities of a sponsoring club* worksheet (included on your site survey kit CD) to maximize the sponsoring club's participation and to document your plans and progress.
- **Set a timeline.** Use the new-club planner in the Quick-start guide to plan and organize your efforts and stay on schedule.

For more detailed information and resources, go to Step 1 at www.KiwanisOne.org/build.

Step Two

Evaluate opportunities

Evaluating means asking some questions. The first question the new-club team should answer is “Is there a need for a new Kiwanis club?” followed closely by “Where?” and “Who?”

- **Discuss potential sites.** Begin with a list of potential communities that could benefit from a new Kiwanis club. Members of the new-club-building team should visit the prospective communities to determine whether they can support a new club.

Focus on the needs of the targeted communities and the service impact a new Kiwanis club could have in the community. Evaluate sources for potential members—chamber of commerce, local businesses, churches and school PTOs.

- **Conduct the site survey/community analysis.** The purpose of the site survey is to continue to evaluate the needs of the community and gauge support for the decision to form a new club there. This stage will help the new club “till the soil” and discover more names of potential members. You’ll find this form included in the site survey kit and at www.KiwanisOne.org/build.

Invite members of your team and the sponsoring club to participate. These should be the members who can put their best foot forward, communicate the benefits of membership and answer the “What’s in it for the community?” question.

- **Summarize your findings.** Use the *Case for a new club* worksheet included in the site survey kit to document potential service projects discovered in your evaluations.

For more detailed information and resources, go to Step 2 at www.KiwanisOne.org/build.

Step Three

Connect to the community

The new-club team will use the information gathered during the site survey to determine how the club can meet the needs of the community and of the members. Members will join your new club for service and fellowship, so focus on both aspects.

- **Determine the type of club you'll organize.** Based on the schedule and availability of your prospect base, you may find that an alternative meeting format fits your group better than a traditional club format. Kiwanis International is developing different types of clubs to meet the needs of a changing world. These club types were created to attract potential members with common lifestyles and offer relevant service opportunities to more people.

Classic Kiwanis clubs	A classic Kiwanis club is the traditional club in most communities today. This type of club fits many communities and can be adapted to diverse groups, corporations or specific professional societies.
Internet-based clubs	Internet-based clubs offer flexibility for those who travel or cannot attend traditional meetings. This type of club operates in much the same way as a classic club, except that club meetings are generally held in chat rooms and officers use technology extensively to keep members informed and connected.
Company-based clubs	Company-based clubs are comprised of employees of a large company or organization, such as a hospital campus. Prospective companies are the ones looking for a way to provide community service and the additional benefits the Kiwanis experience can bring. Because of the convenient time and meeting location, employees are more inclined to join and participate as Kiwanis members.
Young Professionals clubs	Young Professionals clubs meet the needs of younger members with busy lifestyles. These clubs generally have flexible meeting schedules, provide hands-on service projects, conduct social activities for members and families and use technology to assist in club operations and administration.
Golden K Kiwanis clubs	Golden K clubs offer service and fellowship opportunities for older, retired citizens. Service projects, social events and fundraising events are geared toward the specific interests of the club members. Typically based in a retirement community or home, getting staff involvement and support is the key.

3-2-1 Kiwanis clubs

A 3-2-1 format club represents three hours of service, two hours of social activity and a one-hour meeting each month. It's a great format for new clubs with younger members and classic clubs that find this schedule better fits the members' desire to meet less and do more.

Family clubs

Family clubs focus meetings and service opportunities around family participation. Every family club is unique in their approach. Members often include extended family and friends, and meetings usually involve kids and service.

- **Develop a prospect list.** Spend time creating a list of people you know who would benefit from membership in this new club. Be sure to include names you've gathered during site survey interviews. Use the suggestions on pages 8–9 to expand your list.
- **Identify initial service projects.** Use the *Case for a new club* worksheet that you filled out after the site survey. Keep in mind that the Service Leadership Programs—for young leaders and adults living with disabilities—are effective and easy to implement. Find out more about these programs at www.KiwanisOne.org/charter.
- **Let the media help you get the message out.** In the Marketing & PR section of www.KiwanisOne.org, your club will find templates for marketing brochures, samples of news releases, a source for Kiwanis signage and gear and guidance on how to use the Kiwanis logos and graphics in your messaging.

For more detailed information and resources, go to Step 3 at www.KiwanisOne.org/build.

Step Four

Invite members

GET IT TOGETHER.

Before you go out to meet your prospective members, do a little advanced planning to make your team better prepared and more successful.

- **Pare down the prospect list.** A manageable number would be 50–150 names.
- **Target your mailings.** Make sure you have correct mailing and e-mail addresses and up-to-date contact names at key businesses.
- **Tailor your message.** Prepare a letter of recruitment or a conversation starter that will fit your audience and situation. If you are using e-mail, try to keep it brief and include links to www.kiwanis.org and your own club site, when it's ready.
- **Create a marketing brochure.** Prospects will have a way to reach you and have something to share with other prospective members. Using the template available at www.KiwanisOne.org/clubbrochure will make creating this piece easy and consistent with Kiwanis graphic standards.
- **Create a Web presence.** Design a website for the new club and put your club on social networking sites such as Facebook to generate interest.

Making your own prospect list

BY PERSONAL INVITATION

Making a prospect list is the foundation for building a database, especially a database that will be used to disseminate information or, in our case, reach prospective club members.

The best prospect list starts with your own contact list and with referrals from community leaders and core members of the new club site, those you visited with during the site survey process. Also, referrals from the sponsoring club and other clubs close to the new club site might be very helpful. Always get approval to use the leaders' and core members' names as referrals. Better yet, have the referrer make the call with you.

If the new club site is unfamiliar to you, you may also build a strong prospect list by using the following resources:

1. Local chamber of commerce
2. Dignitaries you met on the site survey
3. City, township or county government officials
4. Water hook-up listings
5. Business license applicants and new business listings
6. Other public information lists
7. Trade membership lists
8. PTAs and PTOs of area schools
9. Churches and other cooperative nonprofits
10. Directories (If you can, build your prospect list organized by job classification.)

Make sure to have the physical street address, not just a post office box, and a postal code. Use a contact name as well—blind letters are never well received.

Prospect lists can be bought from sources in almost any industry, but remember: No mailing list is perfect! Lists that Kiwanis International secured in the past to use in new-club building and membership growth campaigns taught us that acquiring a list gives a sense of approval to stop visiting prospective members and just send out a blind letter of invitation to a future meeting. This never receives a favorable response. Therefore, the project grinds to a halt and starts a negative spiral down to the inevitable "We tried it and it can't be done" excuse.

SPECIAL FOCUS PROSPECTS

Clubs with a special focus need some varied approaches to building a group of prospective members. If your focus is the senior population, you might spend more time on lists from churches, senior activity centers or communities with age restrictions over 55. However, don't rule out the more traditional methods mentioned above.

Prospective members for a Young Professionals club may come from a Key Club or Circle K club through their respective alumni associations, and using colleges or Young Professionals associations as part of your recruiting is very important. Leveraging social media from sites such as MySpace, Facebook or Twitter is a great avenue to build prospective contacts for a younger demographic.

Try these methods of reaching this group:

Build a website: Blogspot and other website-hosting networks will let you host a website or blog for free. This is the place to send prospective members to learn more about the club you are proposing to create and to communicate with you and other leaders. Check out RSS feeds—they could save you time.

Network: By spreading your message, you will find new friends who can help you attain your goal.

Try something new: What was hot last Christmas is old by tax refund time.

Use the prospective member list: Managing the list is very important as well. Envelopes, cards and other personalized materials will make your in-person visitation much more enjoyable and productive, so make sure you have a team member who is familiar with database management.

Create a database with your prospective member list and merge it with your recruiting letter, making each letter personalized with the prospective members' name and address. A blind lead on a letter (i.e., Dear Chamber member) is not very effective.

Produce a master list to record recruiting information (i.e., which recruiting team was assigned to whom, when to call back). It is a must with any kind of recruiting method.

Produce a set of address labels to create the actual prospective member cards. Place these labels on 3x5 cards so detailed notes can be made about each person when they are contacted. Comments such as "Not in," "Call back later," "Not interested," "Left application," or "Pick up check and application on Tuesday" will help the team leader reassign prospective members for follow-up or remove them from the master list.

Using these simple steps will produce a fun and successful project.

NOW YOU'RE TALKING.

- **Recruit your recruiters.** Those chosen to represent Kiwanis to the community should be good listeners with engaging personalities. Form teams of two or three recruiters with complementary personalities.
- **Share your story.** Train recruiting team members on how to convey the Kiwanis message. Everyone should write and practice a one-minute speech—find details about the one-minute speech in the downloads library on www.KiwanisOne.org. Everyone has their own Kiwanis story to share, and that's fine. Just make sure the message is consistent and concise.
- **Use your *Case for a new club worksheet*.** When recruiting, focus on two or three service projects the new club could initiate, as indicated on the worksheet.
- **Stay focused.** Work on recruiting prospective members for at least a week.
- **Fill out the forms.** Once you've recruited your key community members, complete the charter petition, available on the new-club-building kit CD, to start the new-club charter process.

For more detailed information and resources, go to Step 4 at www.KiwanisOne.org/build.

Step Five

Guide club to organization

Schedule meetings and plan plenty of time for members to get to know each other and Kiwanis, and for discussion and decision-making. Order your club counselor's kit at www.KiwanisOne.org/newclubkit2 **at least two weeks before your first pre-organizational meeting** so you'll have all the materials you'll need to get officially organized.

MEETINGS

- Before you organize your club, hold a meeting to educate members about Kiwanis. This is the first pre-organizational meeting. Use the Orientation outline on your club counselor's kit CD as well as the PowerPoint presentation available on the club counselor's kit CD for guidance.
- Next, hold a meeting to discuss club structure and operations. This is the second pre-organizational meeting.
- Happy birthday! At the organizational meeting, you'll adopt the club bylaws and elect the charter officers and directors. The date of this meeting is also the club's official birthday.
- The first board of directors meeting immediately follows the first organizational meeting.

PAPERWORK

Using the required paperwork included on the club counselor's kit CD, report the organization of the new Kiwanis club to Kiwanis International within 24 hours, via fax or mail (self-addressed envelope is in the kit). All of the paperwork and fees need to be submitted before the new club is included in Kiwanis International records.

The official paperwork, all on the club counselor's kit CD, includes:

- *New Kiwanis club information sheet*
- *Permanent organization roster*: Fill in the names and complete addresses of those who have joined by the time you hold the organizational meeting. An official club roster is sent back once the club is processed.
- *Standard Form for Club Bylaws*: Complete and submit two copies, each signed by the new club president and secretary. One set of originals is returned to the club upon approval to file.
- *New-club fees*: Submit fees for new members who joined through the end of the organizational meeting. If applicable, please include district dues.
- *Recognition awards applications*: Reward the organizational and recruiting efforts of key people by presenting the International President's and New Club Building awards at the charter presentation ceremony.
- *Kiwanis Kash form*: The new club will use this form to choose its charter gifts. Members can decide to receive traditional charter gifts for the club (gong, gavel, personalized club banner and Kiwanis flag) or a US\$350 merchandise certificate from the Kiwanis Store to get the items they desire. Regardless of the choice, membership pins, officer pins, charter member certificates, name-badge holders and relevant awards and certificates will automatically be provided by Kiwanis International.

After you complete paperwork and submit fees, Kiwanis International will assign the new club a key number, issue a charter certificate and present your club with awards to be used at the charter ceremony.

FINANCES

A new club needs to open a bank account and U.S. clubs need to file for an Employee Identification Number (EIN).* The documents you'll need, as well as some guidance on how to complete this process, are all on the CD included in your club counselor's kit.

- Bank account information
- Memo to clubs about filing Form SS-4*
- Application for Employer Identification Number Form SS-4*
- Instructions for completing Form SS-4*
- Contact info for IRS*
- Letter of authorization for group exemption reporting*
- New-club fee schedule

*U.S. clubs only need to file for an EIN and file Form SS-4.

Questions? Contact a new-club-processing representative in Member Services at 800-KIWANIS, ext. 411, or e-mail helpline@kiwanis.org.

For more detailed information and resources, go to Step 5 at www.KiwanisOne.org/build.

Step Six

Educate members and train officers

The new club members elected club officers who have the talent and determination to guide the new club through its first year. Now it's time to train these leaders.

Using these training tools, as well as the invaluable guidance of the club counselor and the lieutenant governor, new officers will learn about their positions' responsibilities and how to get their club growing in the right direction.

- Train club officers, the board of directors and committee chairmen in their roles, using resources available at www.KiwanisOne.org. The *Leadership guide*, included in your club counselor's kit, on the club counselor's CD and downloadable from www.KiwanisOne.org, offers tips and resources specific to each officer position.
- Ensure new club officers complete the Club Leadership Education program online at www.KiwanisOne.org/CLE. This online course leads the elected officers of the new club through officer training at their own convenience, offering tips and resources on every topic related to the roles of secretary, treasurer and president.
- Order Club Leadership Education materials at education@kiwanis.org.
- Ensure club members complete the New Club Orientation program. New Kiwanians are very excited about their club, but they might know little about the organization. This program will introduce members to Kiwanis International's structure, family and communications, as well as club service and fundraising projects, ways to participate in the club and club bylaws. Find this orientation on the club counselor's kit CD.

For more detailed information and resources, go to Step 6 at www.KiwanisOne.org/build.

Step Seven

Support and mentor

By this stage of the game, your club is organized and officers are trained —congratulations!

Making the leap from a start-up to a stable, successful club requires a continued team effort. During the club's first year, the club counselor, along with the lieutenant governor and sponsoring club, assists and guides the new club regarding club operations, membership development, fundraising and conducting meaningful service projects.

Specifically, the team works together to ensure that the new club will:

- Conduct a charter presentation ceremony (using the sample agenda included at the end of this chapter).
- Create a working club structure: officers, board of directors and committees.
- Train club officers, board members and committee chairmen.
- Establish effective club administration practices.
- Establish ongoing Kiwanis education for members.
- Assist in conducting effective meetings.
- Conduct meaningful, successful service projects and fundraisers. Check out the resources included on the club counselor's kit CD for service project and fundraising ideas.
- Continue to recruit new members.
- Promote the new club within the community. Get resources from www.KiwanisOne.org in the Marketing & PR section.

Mentors and club leaders will find these helpful resources on the club counselor's kit CD or on our website.

- Club counselor guide
- Leadership guide
- How to plan a silent auction
- Service in a Box

Toward the end of the first year, the club counselor will assist the club leaders in conducting an assessment and developing a plan for the years ahead using these tools, all available online.

- Achieving Club Excellence (included in the club counselor's kit)
- Club Excellence Tool ([downloadable](#) or [online version](#))
- [Planning Your Club's Success](#)

For more detailed information and resources, go to Step 7 at www.KiwanisOne.org/build.

Resources

In this section you will find some guidelines for the charter presentation ceremony and answers to some frequently asked questions when building a new Kiwanis club.

Additional updated resources can be found on the site survey and in the new-club-building and club counselor's kits, as well as online at www.KiwanisOne.org/build.

Remember another great resource: the Kiwanis International Member Services Department. The helpful staff can provide resource materials and take orders for Kiwanis Family Store merchandise. To speak with a new-club-processing representative, call Member Services at 800-KIWANIS, ext. 411, or email helpline@kiwanis.org.

Charter presentation ceremony

Guidelines

The charter presentation ceremony is a celebration for the entire division. It is an occasion to recognize the new club and welcome its members, and also to thank those who helped open the club.

ROLE OF THE GOVERNOR (who was in office on the organization date)

- Confirm a date with the lieutenant governor for the ceremony.
- Receive the charter and awards from Kiwanis International.
- Present the charter and awards during the ceremony.

Note: The governor signs the charter. Many districts have it framed.

ROLE OF THE LIEUTENANT GOVERNOR (who was in office on the organization date)

- Confirm a date with the governor for the ceremony.
- Complete the organization paperwork and submit fees to Kiwanis International.
- Appoint and advise a special planning committee for the event.
- Verify awards are ordered from Kiwanis International and that certificates are prepared.
- Encourage participation by all clubs within the division.
- Act as master of ceremonies for the celebration.

SCHEDULING

- Schedule the ceremony six to eight weeks after the payment and required documents are received by Kiwanis International.
- Mail invitations two to three weeks before the ceremony.

THE INVITATION LIST

- Governor in office when the club organized
- Current governor, if different from above
- Current and past leaders in the division
- Community officials who will be served by the new club
- Local news media to cover the event, if possible

THE EVENT

- The ceremony should be impressive but keep expenses reasonable for attendees.
- Photograph the event for the district newsletter, the club's history file, the local newspaper, etc.
- Plan a fun and exciting agenda.

SUGGESTED PROGRAM

Prepare a printed program with the agenda and the names of the charter members.

SAMPLE AGENDA

- Opening
- Meal (optional)
- Introductions
- Recognition of Kiwanians who helped organize the new club
- Governor's remarks and presentation of charter and gifts to new club
- President's acceptance of charter and remarks
- Recognition of charter members
- Remarks by community official
- Closing

CLUB ASSESSMENT

Your Kiwanis club's already making an impact on your community—and the world. But you can do even more. To ensure your club is the very best it can be, take time for a checkup. The Club Excellence Tool engages your own club members in a thorough evaluation of your club's performance. It's simple. It's easy. It's free. And it will help you keep your club healthy, active and strong.



How different our lives are when we really know what is deeply important to us, and keeping that picture in mind, we manage ourselves each day to be and to do what really matters most.



—Dr. Stephen R. Covey,
best-selling author and management expert

CLUB ASSESSMENT

Assessing your club on an annual basis is like going for a yearly physical exam with your family physician. She helps monitor your health and suggests interventions for healthier living. She can diagnose minor annoyances before they become major health threats.

Just like an annual checkup, an annual club assessment can also help your club diagnose small issues before they become big. It can help you prioritize your goals for the year, and it can help you see what's going well—and celebrate those successes.

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. What's the easiest way to conduct an annual club assessment? Use the Club Excellence Tool.

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 members to evaluate their club experience in seven different categories:

1. **Meeting.** Evaluate the atmosphere of the meeting, quality of the program, location, prices, participation and traditions.
2. **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?
3. **Fellowship.** Monitor social activities and communication methods to keep the members connected.
4. **Fundraising.** Is it significant enough to meet the expenses related to club service projects and provide community recognition?
5. **Leadership.** Examine the succession planning, board and committees of the club.
6. **Membership growth and retention.** Does the club's membership increase over time? Does it reflect the diversity in the community?
7. **Strategic planning.** Is a solid strategy driving the activities of the club? Is the plan measurable?

Online or on paper

The club has the option of conducting the assessment online or using printed copies to distribute to the members.

ONLINE SURVEY

When the club secretary sets up the survey dates in the Club Management section of KiwaniisOne.org, a survey code is created. Using this survey ID, every member of the club is invited to go to www.KiwaniisOne.org/ClubExcellenceToolOnline and log in. After completion of the questionnaire, each club member will see the score based on his or her individual responses. The club president and lieutenant governor will be able to see the collective answers from club members — all anonymously entered.

The online version of the Club Excellence Tool will provide the member, as well as the club, with numerous tips and tools for improvement in areas of weakness. For instance, if your club assessment points to fellowship as a category where you can improve, you'll be linked to resources your club can use to build more camaraderie. These might include suggestions for icebreakers and social activities or tips for better communication through your club newsletter or Website.

Because of the resources linked directly to your evaluation and because scores will be stored for future reference, we highly recommend that your club use the online version of the survey.

PRINTED QUESTIONNAIRES

Should your club decide to use the printed version of the Club Excellence Tool, you can download and print copies directly from www.KiwaniisOne.org. 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 that participated in the assessment.

How do I get my members to participate?

Here are some ideas.

- Make it fun! **Build a contest around it.** Enter every member into a drawing for a gift certificate.
- Tell them what they need to know: **that it is an investment of only 10 minutes, that it is completely anonymous, that they are the best source of information about the club and that you value their input.**
- Make it easy. **E-mail the exact link to the Club Excellence Tool online to every member, more than once.** Better yet, use meeting time to do the assessment. Bring in laptops and have members complete the survey right there, right now.
- Show them how important it is. **Show that leadership feels the assessment is so worthwhile that they are willing to take meeting time to talk about, willing to invest club money into contest prizes, willing to take a pie to the face if the club reaches a certain participation level.**
- Commit to follow up. **Let them know the assessment is just step one of the process—and the next step you intend to take is to develop a timeline and action plan for improving on those weaknesses.**

Reporting the findings

Present the findings to the board of directors and membership committee for review and discussion. Begin to discuss the possible strategies for club improvement. Give the members a summary with relevant results and solicit their input for club goals.

Be sure to highlight strengths of the club so everyone can celebrate the good things that are already happening in the organization. Remember that you are working to retain your good members so be sure that they know their work, input and ideas are making a positive difference.

Inform the members of the leaders' goals and plans to address the weaker areas.

Using the feedback

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 pertinent to each area of improvement within the online evaluation or by calling the Kiwanis Help Line at 800-549-2647 ext. 411.

If you find that your club has a lot of issues to address, try working on just one or two changes at a time. Decide which are the most pressing issues, the ones that are causing members to question their involvement, and work to improve your score in those categories.

On the other hand, if you find that your strengths far outweigh your weakness, celebrate and congratulate yourselves. And share your successes with your district officers. By sharing what you are doing right, you may be able to help other clubs that are looking to improve in these areas.

Why make it an *annual* assessment?

What members value changes over time and so must the club. Therefore, it is necessary to conduct an assessment on a yearly basis. Doing the assessment once provides a snapshot of the club at one particular point in time. Conducting it annually allows you to track how your club has evolved and the growth that resulted.

One strategy is to assess the club before the new club president takes office, so that he or she knows to include certain club improvements in the yearly goals.

Staying in touch

Besides hearing from your club members during the annual club assessment, try “taking a pulse” regularly throughout the year. Here are some suggestions.

- **Informal conversation.** Spend time during a meeting to talk about what is and what is not working. In the months between administering the annual club assessment, check in with the members to see what needs are and are not being met. This can be done in small discussion groups of four to five people. It can be done at a club officer retreat. The point is to invest the time to take a pulse of your membership on a regular basis.
- **Exit interviews.** Many clubs use exit interviews to discover candid reasons why the member is leaving the club. Sometimes the reasons are personal and there is nothing club leaders can do to change their minds. Other times you can get a sense of emerging trends that should be discussed and addressed. Suggested questions for an exit interview are listed at the end of this chapter.
- **Observers.** Ask a potential member to visit the club and share his/her observations and reactions to the meeting. This “mystery shopper” can provide a thoughtful assessment from a new perspective—and may even end up joining! You can also invite a member from another club to attend your meeting as a guest and provide feedback on his experience and recommendations for improvement.
- **Missing members.** If you notice that a member is not participating in the club’s activities, find out why, before the member disconnects from the club and ends up leaving. Contact the member one on one and discover through an informal conversation if there is anything in the club experience that he or she is not happy about, and do something to fix it.

Exit interview

Please check as many reasons as needed to describe your experience with the club and your departure. We value your input to help us improve the club.

Personal

- Business transfer or change
- Business workload prevented participation
- Time with family was more important
- Health problems
- Other: _____

Club Meetings

- Meeting time was inconvenient
- Meeting place was inconvenient
- Meetings were not a valuable use of my time
- Not enough fun and fellowship
- Attendance was low at meetings
- Other: _____

Club Organization

- Not enough service projects
- Weak leadership
- Projects did not include all members
- I did not feel a part of the club
- I did not receive a full understanding of Kiwanis
- I did not feel proud of my membership
- Other: _____

Committee Functioning

- Committees functioned poorly
- Little interest in specific committee assignments
- Committee meetings were not efficient
- Other: _____

Finances

- Expensive:
- Dues
 - Meals
 - Fines
 - Check-writing community service
 - Not enough money for the club to properly function
 - Fundraising proceeds were not used appropriately
 - Other: _____

COMMUNITY ANALYSIS

When you invest your money, you do your homework. You check with a financial advisor and study the options. The same should be true of your Kiwanis club. Before members invest their time, talent and resources in a service project, get the facts. Make sure the work you do will make an impact on your community—and the world. It's easy when you have the right tools.



What we do for ourselves dies with us. What we do for others and the world remains and is immortal.



—Albert Pine,
19th century English author

COMMUNITY ANALYSIS

Things change over time. That is true of your club, your members and your community. In order to make sure your club is serving your community to the best of its ability, you'll need to regularly assess what your community's needs are. With the list of needs in hand, you can determine which projects are a good fit for your club, its members and resources. This analysis is important because the relevance of your club's service is a key element to keeping members engaged and energized.

Follow these simple steps to analyze the community's needs and your club's ability to meet them.

1. **Ask.** Discover community needs by asking the right people the right questions.

Put together a team to conduct the initial community survey.

Develop a list of questions to help collect the relevant information. These questions should help determine needs that are currently being met by the club or other organizations and needs that aren't. Here are some examples:

- What would make this community a better place to live, work and play?
- What new initiatives or projects should be planned in the community?
- What organizations impact the needs of children in the community?
- What organizations need additional support with ongoing projects?
- What are some unmet needs in the community?
- What is working and not working in the community?
- Who else could/should we contact for further information?
- What does Kiwanis do for the community already? (This will indicate how your club and your projects are perceived in the community currently.)

Set a timeline and assign each team member people to contact.

Target knowledgeable community leaders:

- School officials
- Government leaders
- Business leaders
- Law enforcement officers
- Other nonprofits
- Media representatives
- Religious leaders
- Parents
- Students

Consolidate information in a report listing each need, the investment of money, manpower and time to meet the needs, resources available (including potential partnerships) and the benefits to the community.

2. **Analyze.** Use the information gathered to determine which projects are a good fit for your club.

Look at each **potential project** keeping these questions in mind:

- What if we did it?
- What if we didn't do it?
- What type of impact: long term or short term?
- Is there any goodwill, PR or marketing that can be gained by it?
- Is some other organization better equipped to meet this need?
- What type of a commitment is required: long term, short term, ongoing?

Look at each of your **current projects** the same way, keeping these additional questions in mind:

- Does another agency offer the same services?
- Could we ask another group or agency to take on this project if we decided to dedicate our resources to something new?
- Are a significant number of people being served?
- Are positive public relations opportunities available 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?

3. **Eliminate.** Feel free to remove impractical projects from your list. Cross off high cost/low impact projects or brainstorm on how to reduce costs or increase impact.
4. **Prioritize.** Rate remaining projects according to need, urgency, potential impact, club interests, community support and resources available. Weigh the club's resources against the community's needs. Think impact versus investment versus interest.

A good way to work through this is to use a matrix. List each project as high or low in terms of: number of lives impacted, significance of that impact, how many people will hear about the club's involvement in the project, cost and commitment. Look for as many high impact/low cost projects as possible, although your signature project may be a high impact/high cost project.

Keep in mind: Before you eliminate a favorite project because the impact is rather focused on a small group or the costs are too great, brainstorm with your club about ways to increase the project's impact. You can also reduce a lot of costs by partnering with your Service Leadership Programs members or other organizations.

Remember that your club needs to have a variety of smaller and larger projects. The larger projects will keep a goal to work toward while smaller projects offer more frequent service opportunities for your members to stay engaged.

5. **Plan.** Utilize information to help develop a three- to five-year strategic plan for service.
6. **Reconnect.** Let each of the survey participants know of your results and project plans, sending a thank-you note and an invitation to an upcoming meeting or event.
7. **Repeat** as needed.

Kiwanis International Service Leadership Programs

The Kiwanis family includes many high-impact/low-cost clubs and programs. Consider sponsoring a Service Leadership Program. We have many tools available to guide your club through the chartering process at www.KiwanisOne.org/charter. The sponsorship toolkit, available at www.KiwanisOne.org/advisor, offers resources and support for the advisor of your sponsored clubs.

Consult the chartering comparison chart on the next pages for more information.

Meet the family

Chartering comparison chart

	 K-Kids	 Terrific Kids	 Bring Up Grades	 Builders Club
Website (www.)	kkids.org	terrifickids.org	bringupgrades.org	buildersclub.org
Who are members?	Elementary-school-age children ages 6-12	Elementary-school-age children ages 6-12	Elementary-school-age children ages 6-12	Middle/junior high school age children ages 12-14
What is it?	Club	Recognition program	Recognition program	Club
Who can sponsor it?	Kiwanis club	Kiwanis club or CKI or Key Club	Kiwanis club or CKI or Key Club	Kiwanis club
Who can co-sponsor?	CKI or Key Club	Kiwanis club or CKI or Key Club	Kiwanis club or CKI or Key Club	CKI or Key Club
Minimum number of chartering members	15 recommended	N/A	N/A	15 recommended
Chartering paperwork*	See www.KiwanisOne.org/charter .	Order kit through Kiwanis Family Store.	Order kit through Kiwanis Family Store.	See www.KiwanisOne.org/charter .
Required volunteers	Faculty advisor and Kiwanis advisor	School contact and Kiwanis Terrific Kids chairperson	School contact and Kiwanis BUG chairperson	Faculty advisor and Kiwanis advisor
Ongoing costs**	Annually: Club fee	Annually: Purchase additional supplies as needed	Annually: Purchase additional supplies as needed	Annually: Club fee
Service partners	UNICEF March of Dimes	N/A	N/A	UNICEF March of Dimes

* For more information on chartering, see www.KiwanisOne.org/charter. Chartering materials are available from the Member Services Department of Kiwanis International at 317-875-8755, ext. 411 (worldwide) or 800-KIWANIS, ext. 411 (USA and Canada only).

** Individual membership dues are determined by clubs. For more information about specific fees for individual clubs and programs, please visit www.KiwanisOne.org/charter.

Chartering comparison chart, cont.



	Key Club	Key Leader	CKI	Aktion Club
Website (www.)	keyclub.org	key-leader.org	circlek.org	aktionclub.org
Who are members?	High school students	High school students ages 14-18	College and university students	Adults living with disabilities
What is it?	Club	Weekend event	Club	Club
Who can sponsor it?	Kiwanis club or community organization	A Kiwanis district and Kiwanis International	Kiwanis club or community organization	Kiwanis club
Who can co-sponsor?	CKI	N/A	N/A	CKI or Key Club
Minimum number of chartering members	15 required	60 attendees per weekend	20: 4-year university 15: 2-year or community college 15: fewer than 1,000 students	15 recommended
Chartering paperwork*	See www.KiwanisOne.org/charter .	Sign up at www.key-leader.org .	See www.KiwanisOne.org/charter .	See www.KiwanisOne.org/charter .
Required volunteers	Faculty advisor and Kiwanis advisor	10 per weekend	Faculty advisor and Kiwanis advisor	Faculty advisor and Kiwanis advisor
Ongoing costs**	Annually: Individual membership dues	Check Website for current pricing	Annually: Individual membership dues	Annually: Individual membership fees
Service partners	UNICEF March of Dimes Children's Miracle Network	N/A	UNICEF March of Dimes Better World Books Students Team Up to Fight Hunger (STUFH)	Sleeping Children Around the World(SCAW)

* For more information on chartering, see www.KiwanisOne.org/charter. Chartering materials are available from the Member Services Department of Kiwanis International at 317-875-8755, ext. 411 (worldwide) or 800-KIWANIS, ext. 411 (USA and Canada only).

** Individual membership dues are determined by clubs. For more information about specific fees for individual clubs and programs, please visit www.KiwanisOne.org/charter.

CLUB SUCCESS PLANNING

Your Kiwanis club is vital to the community—or at least it should be. By creating a strategic plan for your club, you'll be laying the groundwork to ensure its success and vitality—now and in the future—for your members and your community.

“

Failing to plan is planning to fail.

”

— Alan Lakein, author of *How to Get Control of Your Time and Your Life*

CLUB SUCCESS PLANNING

Nobody can do it all. Neither can any Kiwanis club. That's why you set priorities and create a plan to do what you can.

As Jim Collins says in his book *Good to Great*, sometimes the stop-doing list is more important than the to-do list. Using these steps, your club can narrow down your focus to specific goals, making your to-do list more manageable.

The first two steps in developing your club's success plan are:

1. completing the club assessment (see chapter 2)
2. completing the community analysis (see chapter 3)

The club assessment determines your club's interests, commitment and resources. The community analysis helps you narrow down what is most crucial for your club to accomplish, and what you can stop doing in order to focus your resources on what's most important. By prioritizing and planning, your club can make its desired impact on your community and beyond.

Now, using these results, your club should be able to:

3. set your goals

Set your goals—plan your club's success

Each Kiwanis club will likely apply different levels of detail to the preparation of a club strategic plan, but everyone starts with the same basic questions.

Why plan?

Measureable impact. Members doing service that is meaningful and fulfilling to them and to the community will go a long way. It's a simple equation: More members = more service.

When do we plan?

After a club has analyzed the results of the community analysis and the member survey, it's a good time to begin planning for short-term and long-term goals. It's always nice to have a plan in place before the beginning of the year (and before the board approves the club budget). So start with the end in mind and work backward to develop your club's timeline.

Who develops the plan?

Club members have the opportunity to contribute to the strategic plan initially by completing the Club Excellence Tool, but ultimately the club's board of directors should create the strategic plan and present it to the club.

How do we create the plan?

The Planning Your Club's Success booklet is available to assist clubs that would like a jumping off point. The strategic areas identified in this tool are: membership growth, member education, service and marketing/PR. Each area has a few suggestions of what your club may choose to do with an opportunity to personalize the goals. (See planning worksheets at the end of this chapter.)

What goes into the plan?

Key elements of a club strategic plan include:

- **Membership growth.** How many people will it take to make the impact the club wants to have? Not every club wants to be a huge club, and that's OK. What type of club do your members want? Why would someone want to join your club? Developing the vision will help when it's time to recruit members because the people you're targeting will know exactly what to expect.
- **Membership education.** Are we communicating the way most of our members prefer, whether that be phone calls, e-mail or Website? Do our members and leaders have enough training about their roles and about Kiwanis? A high level of training, education and communication will keep your members eager to take leadership positions and keep them involved.
- **Service.** Does your club want to be known for one large-scale service project or for many small service projects? Does the club want to have a central focus to rally around for service efforts? How much time do your members want to commit to service—is it a monthly commitment, seasonal or annual? Adjust the club's commitments to meet the resources available to the club and expectations of your members.
- **Marketing.** Does your community know that you're in town and doing amazing things? Awareness of who you are and what you support can be important when you're looking for members, supporters or donors, and volunteers.
- **Club experience.** Are your club activities meeting the expectations of your current and future members? Evaluating meeting activities including time, location, agenda and frequency, in addition to service and social activities, will help your club remain relevant.

Establish SMART goals:

Specific Measurable Action oriented Realistic Time bound

How do we manage the plan?

As with any strategic plan, flexibility is the key especially for a Kiwanis club. As projects and people change, the vision for what the club would like to achieve will likely change. By starting with broad goals, the "what" of each goal shouldn't change substantially or very often—just the tactics of "how."

If your club develops its own template for a club strategic plan, we'd love to see it! Your plan may be a model for others. Send your club strategic plan to education@kiwanis.org.

Membership development plan

Kiwanis Club of _____

Membership information

Club Excellence Tool score

Current number of members: _____

Number of members as of September 30 last year: _____

Number of members five years ago: _____

Number of male members: _____ Number of female members: _____

Average age of members: _____

Number of members by length of service:

Less than 1 year: _____ 1–3 years: _____ 3–5 years: _____

5–10 years: _____ 10–25 years: _____ More than 25 years: _____

Number of members who have sponsored a new member in the past two years: _____

Does club membership reflect the diversity of the community? Yes No

Has our club sponsored a new club within the last two years? Yes No

If yes, has our club implemented a plan to support and mentor the sponsored club?

Yes No

1. What makes our club attractive to new members?

2. What keeps our current members involved?

3. What club habits should be changed to enhance the club experience for all current, new and prospective members?

Membership growth

Goals:

Our Kiwanis club will have a net gain of _____ members by the end of the administrative year.

Our Kiwanis club will have _____ members by September 30, _____.

Our Kiwanis club will have _____ members by September 30, _____.

Our club plans to achieve our growth goals by:

Increasing the number of perspective members at meetings or events by _____%.

Target date: _____

Member responsible: _____

Measurable impact: _____

Developing a recruitment plan.

Target date: _____

Member responsible: _____

Measurable impact: _____

Involving _____% of the members in programs, projects and fellowship activities.

Target date: _____

Member responsible: _____

Measurable impact: _____

Target date: _____

Member responsible: _____

Measurable impact: _____

Target date: _____

Member responsible: _____

Measurable impact: _____

Member education

Goal: Our Kiwanis club will develop effective strategies to educate members.

Our club plans to achieve our education goal by:

- Delivering new member orientation within 30 days of joining.

Target date: _____

Member responsible: _____

Measurable impact: _____

- Communicating the opportunities of club membership and involvement at each meeting.

Target date: _____

Member responsible: _____

Measurable impact: _____

- Encouraging the incoming club officers to participate in a Club Leadership Education (CLE) training session (or equivalent) prior to assuming office.

Target date: _____

Member responsible: _____

Measurable impact: _____

- _____

Target date: _____

Member responsible: _____

Measurable impact: _____

- _____

Target date: _____

Member responsible: _____

Measurable impact: _____

Community service

Goal: Our Kiwanis club will provide meaningful service to our community.

Our club plans to achieve our service goal by:

- Identifying needs for service in the community annually.

Target date: _____

Member responsible: _____

Measurable impact: _____

- Conducting one additional (new) service project this year.

Target date: _____

Member responsible: _____

Measurable impact: _____

- Participating in a Kiwanis branded service project such as Young Children: Priority One, Read Around the World, Bring Up Grades, Terrific Kids or Key Leader.

Target date: _____

Member responsible: _____

Measurable impact: _____

- Involving each member in at least one service project.

Target date: _____

Member responsible: _____

Measurable impact: _____

- _____

Target date: _____

Member responsible: _____

Measurable impact: _____

- _____

Target date: _____

Member responsible: _____

Measurable impact: _____

Marketing and public relations

Goal: Our Kiwanis club will develop effective strategies to promote Kiwanis within our community.

Our club plans to achieve our public relations goal by:

Creating a personalized club brochure.

Target date: _____

Member responsible: _____

Measurable impact: _____

Promoting upcoming club activities through print and electronic media.

Target date: _____

Member responsible: _____

Measurable impact: _____

Telling our club's stories for the print and broadcast media through effective news releases quarterly.

Target date: _____

Member responsible: _____

Measurable impact: _____

Target date: _____

Member responsible: _____

Measurable impact: _____

Target date: _____

Member responsible: _____

Measurable impact: _____

LEADERSHIP BUILDING

When the Olympic torch passes successfully from one runner to another, it's because the first runner knows who will carry the torch next. Both runners know the route to follow and how far to run, so they pace themselves. The same is true for a successful passing of the leadership torch for your club. Current leaders know who will be taking the torch, and the incoming leaders will carry the same fire and the same goal: to lead and serve.



Walk the walk...and leave a good trail.



LEADERSHIP BUILDING

Without the guidance of well trained and motivated officers, clubs would be unfocused and without direction. That's why it's important to the ongoing success of your club to develop your club's leadership pipeline. Establishing a leadership pipeline ensures that the club's vision, plans, organizational structure, relationships and most importantly knowledge are carried on with minimal disruption.

Here's how to establish your club's pipeline:

- Start by getting the right people in the right jobs.
- Develop leadership at all levels.
- Give new leaders opportunities to learn and hone leadership skills.
- Allow leaders to practice skills prior to assuming new roles.

A good succession plan gives outgoing officers a sense of closure. As one term draws to a close, newly elected officers are prepared to assume leadership positions. In order to save these new leaders from wasting time and energy reinventing what has already been done, a succession plan creates a smooth transition. The wise use of the transition period between officer terms allows for a free-exchange of ideas on what worked, what didn't work and how to address the challenges ahead.

The quote on the previous page was inspired by a motivational poster.

Ready to develop a leadership pipeline in your club or district? Consider these best practices.

1. **Look for leadership potential even among new members.** Remember, the next new member of your club could one day become president of Kiwanis International.

Case in point: Case Van Kleef



At the celebration of Kiwanis International's 50th anniversary in January of 1965, Case Van Kleef was the caterer. Asked to join by then-club president Reg Merridew, Van Kleef became a member of the Detroit No. 1 Club that year. Thirty years later, Case Van Kleef was elected 2004–2005 Kiwanis International president. There was no way of knowing that this potential new member would someday guide the organization as the top elected officer, but isn't that true of all new members? Maybe there is a Case Van Kleef in your club.

- Recruit new members who are “doers.” Encourage them to give input for club activities and empower them to take action.
 - Give new members responsibilities on committees or for club projects.
 - Monitor accomplishments of your club's committees and look for those who took an active role in the success. Consider members who have successfully led a committee for future roles on the board of directors and as club officers.
2. **Define leadership roles and expectations.** Leaders perform best and are more willing to commit when they know the expectations and responsibilities of the position.
 - Create job descriptions for all leadership positions. Try to include an accurate assessment of the time commitment to the position.
 - Establish a club culture (habits, traditions, customs) that sets expectations for and from club leaders. That way, going in, leaders will know they'll be supported with training and education, recognized for their achievements and expected to work hard toward success.
 - Develop a strategic plan for your club to help establish consistency.

3. Educate and equip leaders with tools.

- Provide orientation and training to leaders to prepare them for their positions.
- Develop resources, such as training materials and guidebooks, to support new leaders.
- Instruct leaders on how to participate in online training offered through the Kiwanis Website.

Kiwanis training resources

At www.KiwanisOne.org, you'll find many Kiwanis-specific resources for your leaders.

Click on the Training button to find **Club Leadership Education** online or the current schedule of webinars. **Webinars**, whether live or archived, include topics developed for leaders at every level, such as club liability insurance, working with youth and tips for your club's membership committee chairman.

Under Club Leader Tools, you'll find the **Leadership guide**, a guidebook for lieutenant governors, club presidents, secretaries and treasurers that includes job descriptions, timelines and sample forms. Download the chapter that fits your role or the entire guide.

- Promote mentoring relationships. Once a member shows an interest in a certain leadership role, give him or her ample opportunity to spend time with the member currently filling that role. Future leaders learn much of what needs to be done from the best practices of past leadership.
- Let them learn by doing. Encourage interested leaders to take on short-term assignments with committees, developing their skills and interests as future leaders.

4. Develop a succession plan.

- Identify emerging leaders in the club.
- Encourage them to develop skills by delegating responsibilities.
- Support them when they express interest in running for an office.
- Welcome your successor as part of the leadership team and help him or her gradually assume the new role.
- Look for opportunities to mentor your successor.
- Use the club board of directors as training ground for future leaders.



Great leaders set up their successors for even greater successes.

— *Jim Collins, Good to Great*



5. Recognize members and clubs for achievement. Knowing that contributions of leaders are respected and appreciated can help motivate future leaders to step up.

- Thank volunteers in a timely and appropriate manner. Add value to the membership experience and reward involvement.
- Give potential leaders an incentive to accept leadership roles in the future. Publicly thank those who worked behind the scenes to put an event together.
- Budget to cover the travel expenses involved in attending Kiwanis district and international conferences and conventions. For many, this experience is valuable and appreciated.
- Honor an outgoing leader with Life Member status or a Hixson Fellow.

Need ideas for how to recognize your leaders and volunteers? Check out the Member recognition chapter of the Membership Development Manual at www.KiwanisOne.org.

Seven qualities of a great leader

1. **Skilled listener**

A great leader asks the right questions, then carefully mines the responses to unearth the nuggets needed to inspire greatness in others. This is especially critical with a generation that's accustomed to being heard.

2. **Problem solver**

Kiwanis leaders are faced with a wide range of challenges. They'll need to figure out what steps should be taken and what resources (people, time and community assistance) should be used to solve the problem.

3. **Passionate advocate**

A leader who has a deep commitment to the Kiwanis mission is highly attractive to volunteers. When a leader burns with a passion for the cause, people can't help but be drawn to the warmth of that fire.

4. **Visionary**

People with a drive and a vision can inspire and motivate an entire organization to follow them to the future. They are able to see what others cannot yet see and then describe it in a compelling way.

5. **Change agent**

A great leader strikes a balance, providing the stability an organization needs to operate while serving as a catalyst for transformational change.

6. **Master communicators**

Leaders cultivate conversations, storytelling and compelling dialogue to maintain the interest of all the stakeholders.

7. **Action oriented**

Members who demonstrate leadership talents and skill sets should be encouraged to take on new responsibilities, giving them the opportunity to take initiative and to lead projects, events or committees

Why invest in developing a leadership pipeline?

You've already invested so much of yourself in your club, establishing club traditions, creating procedures and growing relationships. Developing a leadership pipeline helps keep the club following that path and assures that the torch is being passed to strong, well-prepared people. The legacy left by past leadership will keep burning bright.

RECRUITMENT

The Kiwanis spirit is contagious. You see the good that you and your club members are doing, seeing the difference you are making in the lives of young people, and you want to share that experience with others. And why shouldn't you? The Kiwanis spirit only grows stronger when it is shared. Grow your club, grow your Kiwanis spirit, and you'll grow your impact.



Without community service, we would not have a strong quality of life. It's important to the person who serves as well as the recipient. It's the way in which we ourselves grow and develop.



—Dorothy Height, author
and American activist

RECRUITMENT

When the Kiwanis spirit is alive and well in your club, recruitment is the next step— a continuous step—in expanding your club’s reach. In addition to reaching out in service, reach out to other members of your community who would enjoy serving with you.

Clubs need two types of recruitment: ongoing and planned campaigns.

- An ongoing recruitment system will result in new members throughout the year.
- Membership campaigns are planned events to invite a greater number of new members at one time.

Both play a crucial role in achieving your membership goals.

Recruitment within a strong club will be fun and easy —not work—because members want to share their Kiwanis experience with others. Make this your club’s goal.

Create a club membership that’s a cross-section of those who live and work in the community. By bringing in new members with new ideas and fresh approaches, your club will be stronger, provide more service and experience greater fellowship.

Evaluate traditional recruitment methods and consider new approaches. The membership committee can develop a system to involve the entire club’s participation in ongoing recruitment and planning campaigns.

The ABC recruitment system

Not everyone is a “born salesperson.” The ABC recruitment system uses members’ talents and skills where they are best suited—getting the right person in the right job. Here’s how the groups in the system work together:

- A. Kiwanis club members**
 - Supply prospect profiles
 - Invite guests to meetings on a regular basis

- B. Membership Growth Committee members**
 - Create a growth plan for the Kiwanis club
 - Create a recruitment system for prospects
 - “Close the sale” with the prospective members

- C. Prospective members**
 - Attend a meeting
 - Make an informed decision to join Kiwanis

Everyone contributes to this ongoing recruitment effort by providing names and background information on some prospective members. Once the groundwork has been laid, only members of the Membership Growth Committee, who are trained and comfortable with inviting people to join the club, do the actual recruiting.

Developing the Membership Growth Committee

- 1. Identify potential members for the Membership Growth Committee.**

Consider individuals who:

- Are outgoing and open minded
- Have good communication skills
- Are knowledgeable about Kiwanis
- Enjoy Kiwanis and like people
- Have the ability to “close the sale”

- 2. Invite those members to become part of the Membership Growth Committee.**

(Recruit the recruiters.)

Explain the benefits of being part of this team: They have the opportunity to meet new people, network and identify potential program speakers for the club.

Tip: When meeting face-to-face with a prospective member, look for pictures of family members or plaques to identify “hot buttons.”

3. Create a plan for the committee.

Identify what makes your club attractive. Based on that:

- Who do you want to attract as new members?
- What characteristics do you look for in a prospect profile?

Use a benefit marketing approach to match information about the prospect with club offerings. Become comfortable with inviting prospects to join the club.

4. Define the responsibilities of the committee.

- Implement the membership plan.
- Measure results.
- Prepare quality materials. Supplement Kiwanis recruitment materials with a club brochure, which promotes your club's service to your community.
- Determine your conversion rate of prospects that become members. Use that number to set a "guest quota" to achieve your monthly membership goals.
- Encourage members to bring guests often.
- Distribute and collect profile forms.
- Promote the benefits of your club to prospective members.
- Invite prospects to join, and follow up as needed.
- Develop a follow-up system to track those prospects who don't join initially.
- Keep members informed so they can help achieve the club goals.

The benefit marketing approach for prospective members

What attracts a prospective member to Kiwanis? This differs from person to person. To successfully "market" Kiwanis, we must know something about potential members. Using prospective member profiles enables us to do that.

The prospective member profile

It's easy to create a prospective member profile. Here's how:

1. Ask members to fill out a profile for prospective members they know. In addition to contact information, the profile might include key information, such as hobbies, community involvement and affiliations.
2. Match profile information to a club program, service project or offering.
3. Invite prospective members to a club meeting and expose them to what they might find appealing.

Membership-recruitment events

A well-planned membership-recruitment event will yield results. However, a one-time event should supplement, not replace, continual efforts to attract new members.

A perfect plan

Here are the steps for planning a membership-recruitment event.

1. Adopt the program.

The club president, conferring with the board of directors, adopts the campaign.

2. Assign tasks to the Membership Growth Committee members.

Identify five people from the committee to coordinate each of the following areas:

<i>Coordinator</i>	Facilitates the entire process
<i>Attendance</i>	Develops the prospect list, coordinates sending invitations, and collects responses
<i>Meeting</i>	Coordinates arrangements, such as the meal preparation, if appropriate, physical set-up, name tags, greeters and materials
<i>Program</i>	Plans the meeting agenda
<i>Publicity</i>	Arranges for pre-meeting and post-meeting publicity

3. Develop the invitation list.

- Ask club members to submit contact information for business and professional people who qualify for membership.
- Fill out a prospect profile for each prospective member, or a database for tracking necessary items.
- Give each board member a copy of the preliminary list for approval. After board approval, mail the invitations well before the meeting date.
- Contact every club member to ensure maximum attendance. Maybe even invite an inter-club.
- Have teams of two visit each prospective member. Offer a ride to the meeting. Assign the same team to sit with the prospect during the meeting.

Club roster analysis

Conducting a roster analysis will help you identify gaps of your current membership to fill with new members on your invitation list.

To conduct the roster analysis:

1. List names and occupations of current members on the Roster Analysis Worksheet.
2. Compare your current membership occupations to those provided to identify individuals to invite to the club meeting. Review other resources, such as the chamber of commerce and city directory to develop your invitation list.

Some suggestions for a warm reception of members and guests:

- Appoint greeters to welcome guests to the meeting.
- Use a table to distribute pre-made nametags.
- Collect meal cost for Kiwanians only; invitees are guests of the club.
- Assign seating to mix Kiwanians and guests.
- Ask members to arrive early to serve as hosts.
- Hand out a brief fact sheet about the club.
- Provide each prospect with personalized information about the club and how to join.

5. Plan the agenda.

All speakers must be dynamic and able to present the club and Kiwanis in an appealing way.

Suggested agenda

- Welcome and introductions. (3 minutes)
- Future club plans—president: Outline projects to be implemented, demonstrating the club is active and has clear goals. (5 minutes)
- The Kiwanis experience—main speaker: Remarks about the club and its impact on the community through major service projects and fellowship. The speaker should create a strong desire to get involved. Be open about the benefits and responsibilities of membership so prospective members do not leave with false expectations. (About 20 minutes)
- The invitation to join.

Membership committee members should remain after the program to answer questions and help prospects fill out the paperwork.

Tip: Ask the speaker or a member to share their “Kiwani Moment”—a moment that cemented their commitment and belief in Kiwanis. These are very powerful testimonials.

6. Arrange for publicity.

- Provide information ahead of time to members of the media and invite them to the membership event.
- Create a club brochure and other materials that will help create awareness for your club.
- Tie your membership drive to a special event, such as a major service project that requires the need for additional members.

7. Follow up.

Unless there is immediate follow-up, some new members will quickly dropout and undecided individuals will forget. Here are steps the committee should take:

- Schedule new-member orientation.
- Assign sponsors or mentors to each new member.
- Encourage sponsors and new members to attend an upcoming service project.
- Appoint new members to a committee based on their interests.
- Add new members and undecided prospects to the club mailing list.
- Thank all members who assisted.
- Personally contact all prospects who could not attend or who are still undecided and check in with them periodically with their permission.
- Keep notes, paperwork and member suggestions for the next membership campaign.

Other recruitment suggestions

In addition to membership recruitment campaigns, here are some other ideas clubs can use to contribute to their recruitment efforts.

Form recruitment teams

Divide your membership into teams, make recruitment a contest and offer an incentive. Teaming is a common sales tactic to motivate people. Though some may not strive to be the best, most will certainly work hard enough not to be last. You just might find that even “last place” is better than any previous efforts.

ReMember old friends

Many Kiwanians resign because of increasing demands on their time. Many of these are temporary situations, and after some time has passed, the former Kiwanian would be glad to rejoin. All you have to do is ask.

Issue a challenge

Conduct a membership drive, and then issue a challenge to every new member: “Be the next to bring in a new member.” Adding an incentive may make it more appealing as well. “Be the next to bring in a new member, and the club will buy you dinner.”

Unlock their potential

The 1-2-3 You hold the key program is a club-administered recognition program that rewards member recruiting efforts with a bronze key lapel pin for bringing in one new member, a silver for two and a gold for bringing in three new members. The pins are free from the Member Services Department at the Kiwanis International Office.

Recognize successes

Clubs have used a number of ways to recognize members for recruiting new members. Here are some of their ideas:

- Hold a random drawing in which members receive a chance to win a prize for every member they recruit.
- Score a straight competition to determine top recruiters.
- Offer free meals to any member who brings a guest to a meeting.

Flexible membership options

Things change. That's why Kiwanis keeps creating new membership options for your club. Two of these options—club satellites and corporate memberships—can attract new members who otherwise may not be inclined to participate in your club. These options bring new resources to your club—and opportunities to recruit new members and keep current members engaged. Plus: Neither one requires special paperwork.

Corporate memberships

A corporate membership allows your club to add a local company or organization as a “member” via a designated membership seat.

How it works

- The company or organization, rather than an individual, joins your club.
- That employee represents the company at your club meetings and events.
- If that employee changes jobs or is transferred to a new location, a new employee can be designated to take his or her place—without being charged a new member fee by the organization or your club.

Companies that want to be “good corporate citizens” find this membership appealing because they recognize the value of affiliation with a well-respected service organization like Kiwanis. An added plus: The corporate member represents company interests within the club and develops a relationship between the company, Kiwanis and other community groups.

This type of relationship is ideal for companies that transfer employees every few years. It creates continuity of their representation and immediately involves their staff in the local community. Another benefit: The administrative process is as simple as a name change, with no additional fees.

Club satellites

Forming a club satellite is a good option for clubs hoping to expand into a new area or appeal to a small group with common circumstances. The group may not be large enough to form a new club (25 people), but it might be just the right size to become a club satellite.

Adding a satellite club can empower your club to expand its service outreach. By joining the host club, satellite club members enjoy all the benefits of Kiwanis, including elected positions, attendance at conventions, KIWANIS magazine and insurance coverage.

How it works

- The host club works with the club satellite to establish the guidelines of the relationship.
- The host club board authorizes club satellite service projects and fundraising efforts.
- The host club maintains the financial oversight to ensure compliance with local requirements.

Supporting new clubs

Through your recruiting efforts, you may realize that there is enough interest to start a new club. As an established club, there are several ways you can contribute to and benefit from the new-club-building process. You'll learn new techniques to make your club even stronger.

The benefits for your club

Opening a new club will increase the community service performed in your area, and ultimately it will also strengthen your membership. By participating as recruiters, club members learn techniques and gain experience by being involved in the new-club process.

All of these skills will benefit your club in future membership-recruitment efforts. Therefore, sponsoring a new club is a win-win situation. Further information on new-club building and the role of the sponsoring club is outlined in the New-club-building chapter of this manual.

Members learn from district growth teams how to:

- Develop a prospect list
- Prepare a recruitment letter
- Utilize the local news media resources
- Use successful recruitment tactics
- Follow up with prospective members

Roster analysis worksheet

1. List the names and classifications of your current members on the roster analysis worksheet.
2. Compare your members' classifications to the job classifications listed below.
3. Identify occupations not represented in the club. Use resources such as chamber of commerce and city directories.
4. Compile prospect profiles to use as your invitation list and keep track of your prospects.

A

Accountant
Adjuster
Advertising executive
Agricultural agent
Airport authority
Apartment manager
Assessor
Architect
Artist
Attorney
Auctioneer
Auditor
Automobile dealer

B

Bakery owner/manager
Banker
Barber
Beverage distributor
Biologist
Boat equipment dealer
Broadcaster
Broker
Building contractor

C

Carpenter
Caterer
Chemist
Chamber of commerce
Chiropractor
City/town council member
Clergy
Consultant
Contractor
Counselor
Court reporter

D

Dairy owner/manager
Dentist
Dermatologist
Designer
Developer
Dietitian
Distributor
Doctor
Dry cleaner

E

Editor
Educator
Electrician
Employee relations consultant
Engineer
Engraver
Equipment rental owner
Estate planner
Executives
Exterminator

F

Farm equipment store owner
Farmer
Finance company owner
Financial planner
Fire fighter
Florist
Foundation director
Fundraiser
Funeral director
Furniture dealer

G

Gardener
Geologist
Graphic artist
Grocer
Guidance counselor
Gunsmith
Gynecologist

H

Hardware store owner
Historian
Horticulturist
Healthcare administrator
Hospital administrator
Hotel/motel manager

I

Illustrator
Importer
Inspector
Insurance agent
Interior decorator
Investigator
Investment analyst

J

Janitorial service owner
Jewelry dealers/repair
Journalist
Judge

K

Kennel operator

L

Landscaper
Laundry operator
Lecturer
Librarian
Livestock broker
Locksmith
Lumber dealer

M

Magazine editor
Manufacturers' representative
Marketing director
Marriage counselor
Massage therapist
Media (radio, print or TV)
Meteorologist
Military officer
Musician

N

Naturalist
Newspaper publisher
Novelty company owner
Nurse
Nutritionist

O

Occupational therapist
Office equipment store owner
Optician
Optometrist
Orthodontist

P

Painter
Paper company representative
Pediatrician
Pharmacist
Photographer
Physical therapist
Physician
Pilot
Plant manager
Playwright
Plumber
Podiatrist
Police officer
Postmaster
Printer
Psychologist
Pre-school director
Professor
Programmer
Public relations executive
Public speaker
Publisher
Purchasing agent

Q

Quality control consultant

R

Radio station manager
Real estate agent
Recreational director
Restaurant owner

S

Safety consultant
Salesperson
Salvation Army officer
School superintendent
Scientist
Secretary
Social worker
Sporting goods store owner
Stock broker
Surgeon
Surveyor

T

Tailor
Taxidermist
Technician
Telecommunications manager
Telephone company manager
Television/video dealer
Tourism director
Training consultant
Travel agent

U

Underwriter
Upholsterer
Utility manager

V

Veterinarian
Videographer
Video repair store owner

W

Welder
Window company owner
Writer

X

X-ray technician

Y

YMCA/YWCA administrator
Youth center administrator

Z

Zoning consultant
Zoologist
Zoo president/executive

Resources

Resources for directing and enhancing your recruitment efforts are available at www.KiwanisOne.org or from the Member Services Department at the Kiwanis International Office

Worldwide: 317-875-8755, ext. 411

USA and Canada: 800-KIWANIS, ext. 411 (549-2647)

memberservices@kiwanis.org

Resource	Location
Membership Growth Committee tips and resources (including the Membership information form and new member application)	www.KiwanisOne.org/growthcommittee
Club brochure	www.KiwanisOne.org/clubbrochure
New club building process	www.KiwanisOne.org/build
Other chapters of the Membership Development Manual	www.KiwanisOne.org/membership
Other recruiting tips	www.KiwanisOne.org/reveal

MEMBER EXPERIENCE

What's the best way to turn new recruits into lifelong Kiwanians? Give them an enjoyable member experience. Start with fresh service ideas, fun meetings and a warm welcome. Add a little praise to keep them coming back for more.



Never doubt the excellence and permanence of what is yet to be.



—Helen Keller, American educator, author and political activist

MEMBER EXPERIENCE

If members enjoy their Kiwanis experience—fun, friendship and service—they'll stay and serve. Make it worth their while to get involved and stay involved.

The membership experience is a total of all the interactions a member has with Kiwanis. Most of those interactions happen at the club level—everything your club does together, including club meetings, committee work, social events, fundraisers and service projects.

Here's what a club with an enjoyable member experience looks like:

- A large turnout for fundraisers
- Familiar faces as well as some guests at club meetings
- Organized and well-run meetings, including interesting topics or speakers
- Every member participating in at least one if not all club service projects
- Frequent social events filled with fellowship and laughter
- Committee rosters that list many names, not the same ones over and over again

And here's how to get there.

Moving in the right direction: Club Excellence

Start with these three steps, which help to assess and develop a plan to improve your club as a whole.

1. An annual **club assessment**, which asks members what they want from their club experience
2. A **community analysis**, which helps a club prioritize their resources to meet community needs
3. A **plan for your club's success**, which guides a club in setting goals for improving club experience and impact

You can read more about these in previous chapters of this Membership Development Manual or online at www.KiwanisOne.org.

Following these three steps will help you to learn what your members find enjoyable and worthwhile, and to work toward creating a great member experience.

Meetings with impact

Where does a large part the membership experience happen? At the club meeting, of course. To make members happy, offer a great meeting. That way, members will leave the meeting feeling they received something of value.

Evaluate everything you do at your club meetings from the perspective of the member experience. For example, would your club benefit from an icebreaker at the start of the meeting? Or would your membership enjoy having a speaker at your meeting once a month?

Effective committees

Members can participate and contribute to the club through involvement in club committees. Strong leadership and a clear purpose help committees function effectively and efficiently. Establish goals, because anything worth doing is worth measuring, and plan for the future. The place to start is the club's strategic plan, to maintain an alignment between the big goals and the work of the committees.

Here's how to make club committees work:

- **Understanding.** Help educate committee members and leaders about their roles and how they fit into the committee's purpose.
- **Freedom.** Give committees the freedom to make mistakes and learn as they go.
- **Effort.** When committee members work hard and succeed, members feel that their contributions to the club are important and feel satisfied when they see the progress being made.

Fellowship

A big reason people join Kiwanis clubs is to have fun. And while friendships develop when members serve together or organize a committee project together, members look forward to fun—play time—too.

The Greek philosopher Plato said, "You can discover more about a person in an hour of play than in a year of conversation." Scheduling regular social events gives members opportunity to get to know each other better and enjoy play time. Including family and friends in some of these events spreads the Kiwanis fellowship even further.

“Make me feel important.”

Mary Kay Ash, founder of Mary Kay Cosmetics, said, “Every single person you meet has a sign around his or her neck that says, ‘Make me feel important.’ If you can do that, you’ll be a success not only in business but in life as well.” Oftentimes, simply doing the little things will enhance your club environment. Here are some suggestions to help you begin:

- Meet with a cross section of members to brainstorm ideas that appeal to the entire membership.
- Celebrate major events: birthdays, holidays, Kiwanis anniversaries, job promotions, births, etc.
- Recognize people when they have done a great job.
- Empower members by providing them the support they need to get the job done.
- Start fun, new traditions. Sponsor a talent show or a dance.
- Plan an outing. Have a club garage sale or craft show. Plan a meeting or an activity around a theme. Collect member input.
- Show members you respect them by listening to them.
- Encourage creativity and new ideas.
- Keep members informed. Find out their preferred form of communication: newsletters, e-mail, Google groups, etc.

New member involvement

Why do people join your club? Maybe they've been a guest at a club meeting or two. Now they know they want to belong to something meaningful. Help them feel a part of your club from the first meeting. Here are a few ways to get them oriented, educated and involved.

Mentors

Once a new member has received board approval, pair him with a mentor, someone he will connect with and ask questions of. A mentor makes sure the new member attends orientation, finds projects of interest and introduces the new member around. See the checklist at the end of this chapter for more mentoring ideas.

New-member orientation

Within two weeks of board approval, new members should attend an orientation. The orientation program provides a process to match a new member's interests, skills and time availability with a club project or activity. A presentation and script are available from www.KiwanisOne.org, under Resources for the Build a Club Web pages.

What is involved?

- Identify five or six club members, perhaps in teams of two, to conduct an orientation session as needed.
- Select a place that will provide the privacy, space and convenience to accommodate the orientation team and the new members.
- Arrange for the necessary equipment and handout materials.
- Take the time to find out a little background information about these new members, what made them choose Kiwanis, what hobbies and talents they have and what they are looking forward to doing as a club member.

The orientation outline at the end of this chapter will guide you through topics and details to cover during the orientation.

Induction ceremony

The induction ceremony is a chance to introduce and welcome a new member to the club. Help other members to know this new member a little better by including some details about the new member's life and interests in your introduction. This is also a good opportunity to give a show of appreciation to the sponsoring member.

A suggested script for your club's induction ceremony is at the end of this chapter, and also in the Leadership guide.

Making the new member a Kiwanian

Acknowledge and appreciate members, and they'll continue to be active in your club. Here are some ideas:

- **Break the ice.** Encourage all members to interact with the newest inductees through icebreakers and contests.
- **Meet and greet.** Have the sponsoring Kiwanian and new member serve as greeters at a meeting. The sponsor can introduce the new member to arriving members.
- **Let them know you care.** When a new member missed a meeting, follow up with her and let her know she was missed.
- **Give them a job.** If the new member is given a simple task related to the meeting, it provides the feeling "they're counting on me," without being taxing or stressful.
- **Name them.** Use special nametags to identify new members—maybe a different color, but nothing embarrassing. Make the membership aware of the system so the new members are recognized.
- **Get them together.** If several members join at the same time, have a new member reception so they can meet one another. The new-member orientation can serve this purpose as well.

New-member feedback

After new members are inducted, stay in touch and show new members they're valued. Invite new members to meet casually with a couple of board representatives. Their input will give you a new perspective on the club, perhaps revealing strong and weak points.

Within the first year, invite their feedback using the new-member survey at the end of this chapter. This survey uses a simple rating system to give some perspective the new member's experience and gives an opportunity for idea-sharing.

Types of member involvement

The key to satisfaction is identifying what each member expects from their membership and making sure it is provided. Within your club membership there are a variety of degrees of participation and expectations. Maybe a younger Kiwanian without family obligations can devote enough time to organize a new website for the club but can't afford to purchase and fill a table at the silent auction. Or maybe a member's job is demanding the majority of her time, but she can provide monetary support for a project. Each plays a vital role in the club's efforts to provide service.

Getting members involved

There is a greater chance members will value their membership more if they are drawn to active participation. New members' first assigned duties should give them an early "taste of success" which will encourage a new member to do more.

People join Kiwanis for different reasons; so, consider the primary interest that brought a member into the club. Ask for their input before making an arbitrary committee assignment. The information you collected during the new-member orientation will help you identifying member interests and their availability.

Also consider a member's special talents—but don't assume because a member is an accountant he will want to assist the treasurer. Your members may be looking for a change from what they do all day.

Alternative support of the club

Sometimes a member chooses to take a less active role in your club, but still supports the club monetarily. As long as the club is providing them with what they want, you will retain them as members.

Keep in touch so you are aware of their needs. If they cannot attend regularly, make sure they receive the club communications so they are aware of activities. Their schedule may change, giving them more time for active involvement. Then, take the time to direct them to the right activities.

Mentoring new members

Experience has shown that we tend to lose many new members during their first year. They leave for various reasons. However, many of these reasons can be nullified if the club has an aggressive program to involve new members. One suggestion: a formalized mentoring program. To establish this program, select several members and ask them to serve as new-member mentors. The most important qualification for this position is that mentors be dependable in completing their assigned responsibilities. Use this checklist as a guide for your club's new-member mentoring program.

- Say hello.** Introduce yourself to the new member. Extend a warm welcome and congratulate him or her for the decision to become a member of your club. Explain that you'll be serving as a mentor and what that role entails.
- Greet other attendees.** Serve with the new member as an "official greeter" at a minimum of two club meetings. The two of you would arrive a few minutes early and greet all attendees. Tell the new member a little bit about each member as you make introductions. This will enhance the new members and club members getting to know each other. The new member will feel more comfortable as he or she becomes familiar with more and more club members.
- Sit together.** Sit with the new member at each meeting for the first two months. Make an effort for the two of you to sit with different club members each week.
- Attend an orientation session together.** This should be scheduled as soon as possible after new members have been inducted into the club.
- Take the new member to a club board meeting.** This will help him or her to understand how the club operates.
- Go club hopping.** Attend an inter-club gathering with the new member. This will show that every Kiwanis club is different and help the new member appreciate what Kiwanis clubs do.
- Serve as a team.** Participate in a club community-service project with the new member.
- Suggest committees.** Having explained the club committees, recommend to your club president what committee(s) the new member might enjoy.
- Keep them coming back.** If the new member unexpectedly misses a meeting, call to say you missed him or her. Be sure to inquire if everything is all right.

Orientation outline

Check the box after each topic is discussed. You will want to expand on some topics, while briefly covering others. Pause after each main area and ask if there are any questions. If more than one Kiwanian is conducting the orientation session, each can explain a separate area.

OUR CLUB MEETING

- Time and place
- Meal payment (also how your club handles guests)
- Basic meeting agenda
- Typical programs
- Voluntary contributions (drawings, etc.)
- Active participation

OUR CLUB

- Charter date
- Our outstanding achievements
- Present membership
- Future goals

MEMBER PRIVILEGES

- Pride of membership
- Personal involvement in club activities
- Inter-club visits
- Voting for officers
- Leadership positions on board, committees
- Opportunities to attend district and international conventions
- Sponsoring new members

GOVERNANCE

- Club bylaws
- The board (officers and directors)

- Committee structure
- Annual meeting (election)

OUR FINANCING

- Dues from members
- Fundraising projects
- Operations and activities accounts

OUR COMMUNITY SERVICE

- Service impact
- How service committees function
- Expected member involvement in service
- How activities funds are used

SPECIAL EVENTS

- Social and recreational events for members and their families
- Annual projects involving all members

OUR DISTRICT AND DIVISION

- Basic district organization
- Purpose of the district
- Purpose of the division
- Visits from the lieutenant governor
- The district newsletter

- District dues
- The district office
- The district convention; other district events
- District website

KIWANIS INTERNATIONAL

- Brief history
- Number of clubs, members and countries
- Kiwanis International conventions
- KIWANIS magazine
- Young Children: Priority One and Worldwide Service Project
- Kiwanis items available to members
- International Board
- Kiwanis International website

REVIEW MEMBER TIME/FINANCIAL COMMITMENTS

- Financial (dues, billing procedures)
- Active participation at club meetings
- Supporting fundraising projects
- Assistance in service projects

Induction ceremony suggested script

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 recognize _____ (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 organization 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!

New-member survey

Being a new member, you provide a different insight into club operations. We are very interested in hearing your input to continually improve our club's offering to its members. It is also a way to make sure the proper steps have been taken to get you involved in areas you are interested in. Therefore, based on your experience with Kiwanis and in general, please answer the following questions. Be candid and creative. All new ideas had to begin somewhere.

1. Were you inducted in a timely manner? Yes No
2. Did you attend orientation before being inducted? Yes No
3. Have you attended a board meeting? Yes No
4. Are you involved with a committee? Yes No
5. If no, which one would you like to work with? _____
6. Have you participated in a club project yet? Yes No
7. If yes, which project(s)? _____
8. Did you enjoy your involvement? Yes No
9. Has the club met your initial expectations? Yes No
10. Please rate the following areas:

	Very poor				Excellent
Orientation	1	2	3	4	5
Induction	1	2	3	4	5
Meeting programs	1	2	3	4	5
Your acceptance by other members	1	2	3	4	5
Your level of involvement	1	2	3	4	5
Your enjoyment of club activities	1	2	3	4	5

Please provide suggestions for

Service projects:

Fundraisers:

Program topics:

General comments:

MEMBER RECOGNITION

The key to finding volunteers is asking them to help. The key to keeping volunteers is recognizing their efforts. When you let your member-volunteers know they're appreciated, they're happier, more satisfied and more likely to stick with your club. Whether it's a personal, heartfelt thank-you or an award dinner, make a habit of expressing gratitude. Your members will be glad you did. And your club will thrive.



There is more hunger for love and appreciation in this world than for bread.



—Mother Theresa of Calcutta

MEMBER RECOGNITION

By definition, volunteers don't get paid for what they do. Yet most do receive some sort of paycheck—a feeling of being appreciated for their work. What form that paycheck takes depends on the person and the act of service. When it comes to shows of appreciation, one size does not fit all.

The investment

When members volunteer, they give a part of themselves. They invest their time, energy, skills and sometimes emotions to make a difference in their communities. And being able to make a difference brings a sense of satisfaction, a feeling that is worth more to volunteers than money.

The volunteer “work” your members perform is different from the profession or career they get paid to perform, and thus the paycheck is different too. The paycheck they receive for their investment of self can take many forms, depending on the person—friendships that develop with those they serve with, a sense of self-worth, and the feeling of being appreciated, to name a few.

Your club offers the opportunity for members to serve others and to develop friendships. That's why members join your club. But they'll stay an active part of your club when you regularly recognize their efforts and their investment.

The value of the volunteer

Take a look at your club's roster. These are the people you've recruited and trained over the years. They've gone through orientation, recruited others to join the effort, and served as committee members and club leaders. They've invested in your club and you've invested in them. What are they worth to you? What is the value of each of these members to your club, to your service projects, to each other?

Recognizing their value, their investment, their contribution is key to retaining your members and motivating them to stay invested in your club.

How do you ensure that your members know they are appreciated? Get to know them, get to know why they give of themselves, and what they get in return for the energy they give.

Fitting recognition

Because the service we perform comes from the heart, the thanks we express should come from the heart too. Showing sincere, heartfelt appreciation involves taking the time to find out what form of recognition each member finds meaningful. This recognition, appropriate to the person and the situation, serves as the volunteers' paycheck, the reason they give of themselves.

Personally knowing your members will allow you to tailor your expression of gratitude to each recipient and situation. Remembering how shy your Builders Club advisor is will keep you from embarrassing her with elaborate attention in front of the club. Find a more private, informal and meaningful way to acknowledge the work she's done helping lead these middle school students.

On the other hand, the auction chairman who lavishes the limelight might prefer a standing ovation during a meeting for the work done and funds raised under her leadership.

In addition to the personality of the recipient, you'll want to match the size of the contribution to the size of the recognition. While the member who comes 10 minutes early to set up chairs in the meeting hall should be thanked, the coordinator of the county-wide golf outing might warrant a larger, more formal demonstration of recognition, perhaps the gift of a Kiwanis golf shirt presented to him as you announce the turnout for the event.

Formal member recognition: awards

Awards are the more formal tokens of appreciation, usually publicly presented. They can be tangible gifts like a framed group photo from the event a member coordinated, or a certificate, pin or clothing item from the Kiwanis store presented as an enduring memento of the club's appreciation. Presentations of these items might occur at club meetings or public events and may also involve publicity using newspaper, radio or television media.

An event can also fall into the award category, like annual award dinners or a celebration at the end of a successful fundraiser. An event-type award honoring a group contribution can be a good bonding tool, giving team members a chance to show mutual appreciation and recognize individual efforts in reaching the goal.

For more examples of awards, consult the list at the end of this chapter.

Informal member recognition: rewards

Rewards are the more intangible day-to-day activities of recognition and motivation that are given to individuals to encourage them and to acknowledge their contributions. As such, rewards tend to be less formal, more private and more personal. Informal methods of recognition can be overlooked in place of more formal methods, yet are often the most effective and longest lasting in terms of motivation. A simple yet personally delivered “thank you for your help” is always well received and demonstrates personal appreciation. Other informal methods include mentioning the member’s name and contribution during the club meeting or in a club newsletter. Even giving a successful leader more responsibility serves as recognition of a job well done.

For more examples of rewards, consult the list at the end of this chapter.



You might be amazed to learn how far a Kiwanis pencil and a lavish word of praise will take you. I went from being a nondescript club member to a full-blooded Kiwanian in the space of one 30-second unexpected recognition.



— *Roger Deem, past lieutenant governor for Division 29 of the Illinois-Eastern Iowa District and Kiwanian since 1995*

A culture of appreciation

Member recognition is everyone’s responsibility, not solely the president’s. How members greet and interact on a day-to-day basis shows a general feeling of appreciation and mutual respect for one another. For examples of ways your club can show mutual respect, consult the list of creative ideas at the end of this chapter.

So many ways to show your gratitude...

thank you * gracias * merci * bedankt * grazie * danke * 謝謝 * ありがとう

Recognition tips

Sometimes the way you recognize someone is as important as the message you share. Here are some tips to help you say “thanks” in the most effective way.

1. **Say their name.** People like to hear their name.
2. **Report their contributions to others.** Share with others how much you appreciate their contributions to the club and how glad you are they belong to the club.
3. **Applaud extra effort.** Give special notice when someone goes “the extra mile.”
4. **Make it a priority.** Designate a member of your club to be responsible for ongoing recognition of members. Also, encourage all members to consistently point out what others have done for the club.
5. **Write it.** A handwritten note is one of the best accepted and most valued forms of recognition.
6. **Do it often.** Effective recognition happens on a consistent, frequent and informal basis. Begin with saying “thank you” often!
7. **Do it in different ways.** Vary your recognition efforts from informal thank-yous and spontaneous treats to more formal events, such as dinners and awards.
8. **Be sincere.** When you recognize a member, mean it and make it an opportunity to truly reflect on his or her value to your club.
9. **Recognize the person, not the work.** Phrase the recognition to emphasize the contribution of the member, not the end result. “You worked so hard!” as opposed to, “This is a great party!”
10. **Make it appropriate.** Match the level of gratitude to the level of effort or achievement.
11. **Focus.** The emphasis at any formal recognition event with a planned program should be on the member and his or her contributions, not on other special guests or visiting dignitaries.
12. **Make it clear.** Be as specific as you can about why you’re providing the recognition.
13. **Be consistent.** Establish standards of recognition that can be consistently maintained in years to come and across the board. For instance, creating a member-of-the-year award sets up an expectation for the future. Consistent and regular recognition prevents some achievements from being overlooked.
14. **Be timely.** The recognition has more impact when given soon after the member’s contribution.
15. **Make it unique.** Getting to know your members and their interests will help you learn how best to recognize individuals and make each person feel special.
16. **Give them the mic.** The members being recognized might want to say a few words about their volunteer experience. Such testimonials serve to strengthen the individual’s motivation to continue serving, but also function to recruit and motivate other members.

Awards: Say thanks the Kiwanis way

1-2-3 You Hold the Key!

Say “thank you” to members who make Kiwanis available for more people. Recognize them with a gift:

Bronze key lapel pin when they recruit 1 new member

Silver key lapel pin when they recruit 2 new members

Gold key lapel pin when they recruit 3 new members

Ruby K Award

Show appreciation for those Kiwanians who recruit five or more new members during their Kiwanis career with a Ruby K Award, free of charge. Ruby K pins recognize members for recruiting new members—from five up to 100 people.

Distinguished Membership

Distinguished awards are given by Kiwanis International to recognize members of your club who are especially dedicated to service, growth and Kiwanis education, and meet established criteria. These awards also are given to recognize clubs and divisions. Distinguished members receive a lapel pin and special recognition at the Kiwanis International convention.

Life Membership

Thank a member who has demonstrated exemplary commitment to the Objects and objectives of Kiwanis International with life member status. A gold-tone membership card, desktop award, distinctive lapel pin, lifelong exemption from international dues and more are given to members who are granted life membership.

Legion of Honor

Extend a token of appreciation to members who have served in Kiwanis for more than 25 years with the Legion of Honor award. These dedicated individuals deserve recognition for having helped make Kiwanis the great organization it is today. Appropriate certificates signed by the international president and the CEO of Kiwanis International, as well as attractive lapel pins which reflect the highest office held by the honoree, are available for presentation.

For information on these forms of recognition, contact Kiwanis International by calling 317-875-8755 or 800-KIWANIS, ext. 411 (USA and Canada), or via e-mail to memberservices@kiwanis.org.

Creative ways to recognize

There are countless ways to show appreciation for your Kiwanis club members. Use your own creativity in finding a method of showing your appreciation that works for your club and your leadership style. Here are a variety of ideas.

Creative examples of awards

Row of honor. A lasting way to recognize a member or several of them for their valuable contributions is to offer to plant a tree on the grounds of a special place in town. Every year a row of trees is planted, the “row of honor.” Each tree has a plaque with the member’s name and year of recognition.

Oscar night. Hold an “Oscar night” where the members being recognized are awarded an “Oscar” for their contributions. You can go all out for this affair, having members dress formally, and using presenters with envelopes to read the winners. The “Oscar” can be any trinket, such as a votive candle turned upside down with pipe cleaners for arms, a pom-pom for the head and googly eyes.

Unbanquet. Many times we strive to do so much recognition through the use of banquets that they become less special occasions. If you are involved in planning too many banquets, make one an unbanquet: Plan a simple menu along with special activities, like team skits or a magician, that are generally uncharacteristic of a banquet. Let people wear blue jeans, serve different courses by different people, do whatever it takes to shake things up!

Personal ads. Take out a personal ad in your local newspaper to praise the accomplishments of individuals or groups. This is an inexpensive way to praise efforts and to share recognition in front of peers.

A round of applause. Cut a piece of paper into a circle, symbolic of a “round of applause.” On this paper “round” write who the applause is to, from, why and the date. Anytime members want to say thank you, have them give a “round.” After a member receives three rounds, he or she should turn them in for a prize (gift card, exempt club dues, etc.).

Hats off. Cut top hats out of paper and award them to those who deserve a tip of the hat.

Hawaiian lei rotating award. At each meeting, or every month, pass around the Hawaiian lei award. For example, one month it could be the “John Smith Award,” where John Smith decides whom he would like to recognize with the lei. The following meeting it becomes the award granted by the last recipient. This is a fun way to build the team and help others recognize each other.

Stirring-things-up award. For those who have stirred things up in a positive way, recognize them with the gift is a large wooden spoon. Attach a note or certificate to explain how they have mixed things up.

Burning the candle. Burn a candle at both ends and present it to someone who is pushing themselves to the limit.

Energizer award. Give an energizer award to the individual who is doing the most this month to energize the club. You may use one battery mounted on a plaque or present each honoree with an individual battery.

Starfish award. Share the story about a gentleman who questions why a person is going to extraordinary measures to throw one starfish back into the sea. When asked the question, the rescuer responded, “Because it makes a difference to this one.” This short story emphasizes the importance of making the extra effort. Make a starfish out of crushed tinfoil and present it to those who are outstanding in reaching out to others.

C.A.R.P. award. C.A.R.P. is an acronym for Caring And Responsible Person, and a C.A.R.P. award should be made anytime one of your members has done something that is sensitive and supportive of others.

Bright ideas. Give out a light bulb to those members of your organization who have had a bright idea.

Good egg award. Blow out an egg, decorate it and award it to a member who has been a “good egg.”

Hangers. Give a plastic hanger to members of a group or organization that need encouragement to “hang in there” after a difficult project.

Outlet awards. Give the award of a small outlet cover or plate to someone who has been an outlet for creative ideas or energy within your club.

Brushing-up award. Give an award of a paint brush to those members who are making efforts to improve their leadership skills by attending workshops, programs and conferences. It’s important to encourage this kind of activity.

Paper clip award. Give awards of giant paper clips to those who are working to keep your club or project organized and working together—sometimes we forget how impactful those simple tasks can be.

You can also have a **Member Hall of Fame**, a **Member of the Month**, or an **Outstanding Service Award**. Just get creative!

Creative examples of rewards

Dedications. Dedicate programs, activities and events to the outstanding individuals in your club. This really will cost nothing—just make mention of it on the advertisement, in the program or during the introduction.

Adjourn in honor of.... As simple recognition, adjourn your meeting in honor of an individual or group that has excelled. This should appear in the minutes.

Magnificent marbles. Every member of your group should receive a marble. Then explain that this is a magnificent marble and that it should be given to someone who is deserving because he or she has done something magnificent. Each member is encouraged to visit with another member of the group who deserves to receive this marble and share why they are making this “award.” This is a positive, non-threatening way to share positive strokes.

Jar of candy. Pass around a jar of candy at the start of a meeting and only let individuals take a piece of candy from the jar if they can share an outstanding personal success or accomplishment with the group. Better yet, if people are too humble to share their own news, have members give candy from the jar to another member who has done something worth recognition.

Notes. There are so many times that a simple note can have such great impact. Many people enjoy receiving praise in person, but there’s something about having a note to refer back to that makes it very special. You can put a note on almost anything—it’s just the time you take to write it and send it that makes it special.

Letters to families. A powerful recognition tool is to take time to write a letter to members’ families. Spouses, parents and children all enjoy hearing the positive impact their loved one is making. In today’s busy society we need to recognize that when a Kiwanis member chooses to dedicate time to a club project, there is less time to spend with family. Acknowledging the sacrifice made by the entire family increases understanding and makes everyone feel appreciated.

Limerick/poem. Write a goofy or fun limerick or poem to celebrate an individual or the accomplishments of a group. Pass it out at meetings or include it in your minutes. Use Dr. Seuss books for ideas.

Words of wisdom. Have each member give you a quotation that is a personal favorite. Compile these into a list, including who submitted the quote and its attribution, and distribute the list to all members. This will serve as shared inspiration but also will help members get to know what each person finds inspiring.

“To-do” jar. Have people in your organization write the things that they have fun doing at meetings on a card. After a particularly long day, meeting or personal/organizational success, draw one of the cards and do what is written on the card.

Friendship plants. There are a variety of plants that can be propagated very easily by simply rooting a cutting in water. Have a big plant like this in your office or room, and give a cutting out to people who have helped you or who are deserving of recognition.

Buttons. Buttons can advertise a number of things. They can indicate membership, or they can indicate special recognition within your group. Use buttons as an inexpensive way of recognizing the efforts of others.