
Kiwanis International

Strategic Plan

(Updated: April 2006)

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5-10 Year Planning Horizon ~ Assumptions About the Relevant Future ~

In order to make progress against the 10-30 year Envisioned Future; an organization must constantly anticipate the strategic factors likely to affect its ability to succeed, and to assess the implications of those factors. This process of building foresight about the future will help KI to constantly recalibrate its view of the relevant future, a basis upon which to update the strategic plan on an annual basis. As the outcome-oriented goals that will form the basis of the long-range strategic plan will be based on this foresight, annual review of these statements will be an appropriate method of determining and ensuring the ongoing relevance of the strategic plan.

Assumptions

The assumptions listed below represent work originally started by the KI Board of Trustees and then added to further by members globally. Assumptions that were universally made are identified first. Assumptions that were not identified by every region or group are listed in the second category. An important consideration in interpreting the results of this exercise is that all assumptions may not affect all parts of the world and may not affect all parts of the world at the same time and in the same way. On the other hand, all regions should consider all assumptions before deciding which are more appropriate for a given part of the world.

The key question groups considered globally to create the assumptions was:

- What assumptions can we make about the relevant future environment of our cause arena that KI needs to consider?

Groups considered this question using five categories. Session participants were divided into smaller groups to discuss their assumptions and then presented them to the larger group.

Social Values and Demographics

Universal Assumptions:

- Changes in political structures worldwide will enhance service opportunities.
- Populations are aging.

- A certain percentage of the population will continue to have a desire to serve others.
- Global awareness of needs will continue to grow.
- Two-income families are increasing.
- Time constraints will continue to increase.
- Changes in health services, education, economic conditions, and religions could result in either positive or negative consequences.
- Multi-ethnic, multi-lingual and multi-cultural communities will increase.
- Populations will continue to fluctuate and migrate.
- There will be increased involvement of women globally in service organizations.
- As societies become more technologically advanced, personal relationships will break down.
- There will be an increase in the non-traditional family structures.
- There will be a growing number of volunteers who will ask, “What is in it for me?”
- There will be increased urban population centers worldwide.
- There will be significant population shifts.
- Societies will continue to be more mobile.
- Energy costs will continue to rise, impacting travel costs, budgets, etc.

Governments/Political Regulations

Universal Assumptions:

- Laws will change more rapidly.
- Governments may increase or decrease their support and encouragement of community service organizations.
- Governments may or may not provide opportunities for partnerships in community service projects.
- Political conflicts and strife will continue between countries.

Global Business Climate

Universal Assumptions:

- There will be an increased need to partner with businesses internationally.
- There will be increased globalization of businesses.
- Unemployment rates will increasingly fluctuate globally.
- There will continue to be economic downturns.

- Trade will continue to become more global.
- There will be increased free markets.
- There will be an increase in currency fluctuations.

Competition

Universal Assumptions:

- As time becomes more constrained, people will limit the number of social organizations they can join and participate in.
- Social organizations will increasingly compete for limited financial resources – both personal and corporate.
- Competitors will increase and diversify including time, TV, self-gratification and other service organizations.

Technology/Science

Universal Assumptions:

- The Internet and future technologies will increasingly expand communication and the sharing of information.
- Medical improvements will continue to lengthen life span.
- Medical breakthroughs will continue to eradicate more diseases.
- Increased technology will decrease socialization and increase isolation.
- Increased technology will cause country boundaries to break down (“flat world”).

10-30 Year Planning Horizon

~ Core Ideology & Envisioned Future ~

Core ideology describes an organization’s consistent identity that transcends all changes related to its relevant environment. It consists of two elements - **core purpose** – the organization’s reason for being – and **core values** – essential and enduring principles that guide an organization. **Envisioned future** conveys a concrete yet unrealized vision for the organization. It consists of a **big audacious goal** – a clear and compelling catalyst that serves as a focal point for effort – and a **vivid description** – vibrant and engaging descriptions of what it will be like to achieve the big audacious goal.

Core Ideology

Core Purpose:

To improve lives through fellowship in service worldwide.

Core Values:

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

Envisioned Future

Vision:

Kiwanis, a million members strong by our 100th Anniversary in 2015, will be the most effective adult and youth volunteer service organization worldwide.

A Vivid Description of the desired future:

- Kiwanis has one million members.
- KI is recognized as a powerful voice for children.
- Kiwanis reflects the diversity of the communities it serves.
- A worldwide service project has been successfully executed impacting every community worldwide.
- The KI Foundations are able to respond to emergency relief and charitable activities worldwide.

- A dynamic regional structure is established to support clubs and members worldwide.
- IDD is eliminated.
- Kiwanis is recognized as the foremost organization in developing youth leaders.
- KI's leadership is effective and trusted.
- All levels of Kiwanis are mission driven.
- Every community worldwide has a K Club and is recognized for service and fellowship.
- KI is actively working with governments, public authorities, and other entities in serving children worldwide.

5-10 Year Planning Horizon ~ Mega Issues ~

Mega issues are issues of strategic importance, which represent choices the organization will need to make in defining the ultimate direction of its long-range plan. These issues represent potential impediments to achievement of the Envisioned Future, and form a basis for dialogue about the choices facing the organization. These questions can serve as an ongoing “menu” of strategic issues that, using a knowledge-based approach in gathering insights relative to KI’s strategic position and directional choices for each of the issues, can be used by the Board to create regular opportunities for strategic dialogue about the future issues facing the organization.

Mega-Issue Questions:

I. Mission

1. How can KI better focus its time and attention on the mission of the organization?
2. How should KI communicate its strategic direction so that all levels of the organization understand and support it?

II. Membership

1. How can KI significantly increase membership?
2. How can KI increase membership retention?
3. How can KI increase diversity in its membership?
4. How does KI attract and retain younger members?
5. How can KI achieve better integration of sponsored youth programs and the parent organization?
6. How can KI maintain the enthusiasm of its members?

III. Communication/Public Awareness/Voice

1. How can KI better communicate to all levels of the organization?
2. How can KI communicate its image to the world?
3. How can KI communicate more effectively with all levels of the organization?
4. How does KI raise its corporate identity?
5. What makes KI unique from other service organizations? How do we communicate this?
6. How can KI communicate more effectively through its convention, magazine, and website?

IV. Club Issues

1. How might KI offer support to the clubs to share information and decentralize operations?
2. How does KI create a system that more effectively represents non-districted areas?
3. How can KI restructure clubs to meet the changing needs of members?
4. How can KI develop new clubs more efficiently and quickly?
5. How can KI move into new areas of the world cost effectively?
6. How does KI create a structure that provides enough flexibility to respond quickly to local needs, cultures, and interests, but has enough structure to provide continuity?
7. How can KI encourage more spouses and children to be involved in local clubs?

V. Leadership

1. How does KI change its leadership structure so that we attract new leaders?
2. How can KI improve district and non-district representation in international leadership? How can KI achieve our goals without putting too much pressure on volunteer leaders?
3. How might KI achieve stronger ties to all leaders in order to improve its knowledge of the organization?

VI. Diversity

1. How can KI increase its understanding and sensitivity to cultural differences and pressures worldwide?
2. How can KI achieve change in the constitution and bylaws to reflect the diversity of its members?
3. How can KI create a culture of trust?
4. How can KI truly become global?

VII. Structure

1. How can KI change the structure to be “bottom-up” rather than “top down”?
2. How should KI change its “Objects” to reflect a global organization?
3. How can each district adjust bylaws to meet local needs and cultures?
4. How can non-district clubs have a stronger voice?

VIII. Organizational Behaviors

1. How can KI create an environment of mutual respect?
2. What traditions should KI keep and what traditions should we alter as the result of changing environmental dynamics?
3. How can KI evaluate whether its efforts are successful?

IX. Finance

1. How does KI change its internal finances so that they are in line with the external mission?
2. How can KI decrease the cost of membership participation in some areas of the world?
3. How can KI better use its funds more efficiently and communicate its use of funds?
4. How can KI create more revenue streams?

3-5 Year Planning Horizon **~ Outcome-Oriented Goals ~**

The following thinking represents goal areas for the next three to five years. They are areas in which KI will explicitly state the conditions or attributes it wants to achieve. These outcome statements define “what will constitute future success.” The achievement of each goal will move the organization toward realization of its vision. The goal areas are not in any order of priority.

Goals

Goal Area: Membership

Kiwanis International will develop and implement membership growth strategies to achieve its vision of 1 million members.

Goal Area: Our Voice

Kiwanis International will be a powerful voice for children and communities worldwide.

Goal Area: Leadership Development

Kiwanis will be the premier provider of programs that develop competent, knowledgeable, and ethical youth and adult leaders.

Goal Area: Diversity

Kiwanis will be committed to diversity because of the enrichment that it brings to the organization worldwide.

Goal Area: Structure

Kiwanis International will be structured to facilitate movement towards its vision to be the most effective adult and youth volunteer service organization worldwide and to have one million members.

Attributes to consider: global representation, responsiveness to club and member needs, flexibility, effectiveness, resource attainability, and accountability to stakeholders.

Goal Area: Finance

Kiwanis International will create the financial resources to meet the goals, objectives, and strategies outlined in the strategic plan.

3-5 Year Planning Horizon
~ Outcome-Oriented Goals, Strategic Objectives and
Strategies ~

Goal Area 1: Membership

Kiwanis International will develop and implement membership growth strategies to achieve its vision of 1 million members.

Strategic Objectives:

- A. Increase Kiwanis membership worldwide every year.
- B. Increase the number of clubs that experience membership gains each year.
- C. Increase the percentage of under-represented demographic groups every year.
- D. Improve the quality of the Kiwanis experience throughout the world.

Strategies:

- 1. Expand into targeted areas throughout the world.
- 2. Increase membership by developing and supporting new membership models.
- 3. Increase membership through retention and growth of existing clubs.
- 4. Strengthen clubs by reflecting the communities they serve.
- 5. Increase membership by opening and supporting new clubs.

Goal Area 2: Our Voice

Kiwanis International will be a powerful voice for children and communities worldwide.

Strategic Objectives:

- A. Increase Kiwanis International's service focus on children.
- B. Increase consistency and clarification of Kiwanis International's messages and images.
- C. Increase opportunities to promote and speak to issues relating to Kiwanis International's message and image.
- D. Increase Kiwanis International's involvement in a worldwide service project in partnership with clubs and others.
- E. Improve message penetration to grassroots members.

Strategies:

- 1. Define and communicate Kiwanis International's messages on children and communities and clarify the role of Young Children: Priority One (YC: PO). (H)
- 2. Continue involvement in the Network for Sustained Elimination of IDD and continue to communicate the success of this program. (H)
- 3. Develop and implement a process for identifying a new worldwide service project (WSP) that considers all levels of the organization. (M)

Goal Area 3: Leadership Development

Kiwanis International will be the premier provider of programs that develop competent, knowledgeable, and ethical youth and adult leaders.

Strategic Objectives:

- A. Increase opportunities for participation in Kiwanis International's leadership programs.
- B. Enhance the value of leadership offerings and communicate that value.
- C. Increase the number of participants in leadership development programs.
- D. Increase the worldwide delivery channels for the leadership development programs.

Strategies:

- 1. Create a leadership development curriculum that is coordinated and appropriate for youth and adult leaders worldwide. (H)
- 2. Enhance current leadership development programs to create more value. (H)
- 3. Create an incentive program to encourage members to participate in leadership development programs. (M)
- 4. Investigate, adopt and/or develop innovative delivery systems that meet the needs of members and provide delivery choices. (L)

Goal Area 4: Diversity

Kiwanis International will be committed to diversity because of the enrichment that it brings to the organization worldwide.

Strategic Objectives:

- A. Increase cultural understanding.
- B. Eliminate barriers that inhibit diversity.
- C. Increase diversity in clubs.
- D. Increase the public's perception of Kiwanis International as a diverse organization.
- E. Increase Kiwanis International leaderships' commitment to an inclusive environment.

Strategies:

- 1. Define "diversity" for Kiwanis International. (H)
- 2. Secure organization-wide (leaders and members) commitment to diversity. (H)
- 3. Identify and increase awareness of diversity issues. (H)
- 4. Advocate for structural changes to support diversity goal. (M)
- 5. Develop a plan to pro-actively increase diversity of Kiwanis International's leadership. (L).
- 6. Create plan to reach out to external audiences to communicate cultural diversity. (L)

Goal Area 5: Structure

Kiwanis International will be structured to facilitate movement towards its goal to be the most effective service organization worldwide and to be one million members by 2015.

Attributes to consider: global representation, responsiveness to club and member needs, flexibility, effectiveness, resource attainability, and accountability to stakeholders.

Strategic Objectives:

- A. Improve the administrative and operational structure to support Kiwanis family members and clubs.
- B. Increase the effectiveness of the governance structure to increase accountability to Kiwanis family stakeholders and ensure global representation.

Strategies:

- 1. Engage dialogue with Kiwanis family members and clubs to determine member needs, value of services provided, and functionality of current structure. (H)
- 2. Create a new organizational (volunteer and staff) structure that supports the strategic direction of strengthening focus on clubs and members. (M)

Goal Area 6: Finance

Kiwanis International will create the financial resources to meet the goals, objectives, and strategies outlined in the strategic plan.

Strategic Objectives:

- A. Increase Kiwanis family revenues.
- B. Decrease Kiwanis family expenses as a percentage of revenues.
- C. Provide better financial services to the Kiwanis family members.
- D. Improve communications to members about the organization's finances.

Strategies:

- 1. Provide financial information to assist with the development of Kiwanis family membership plans designed to grow membership and net membership income. (H)
- 2. Engage in strategic partnerships with other corporations and organizations that create value for the Kiwanis family. (M)
- 3. Create licensee relationships that produce income opportunities and protect Kiwanis family trademarks. (M)
- 4. Evaluate Kiwanis-family conventions to create more value for the attendees and the organization. (M)
- 5. Increase sales of merchandise by providing a variety of value-driven merchandise while protecting margins. (H)
- 6. Increase revenues and reduce expenses for Kiwanis International, Key Club International, Circle K International districts and clubs via applying for and receiving 501 (c)(3) status from the Internal Revenue Service. (M)
- 7. Increase revenues and provide services to members and the community via construction of an auditorium at the Kiwanis International Headquarters Office Building. (M)