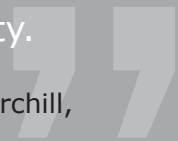


PRESIDENT

Your Kiwanis club elected you president because you have the quality of character to lead. As president, you'll ensure your club functions effectively. You'll lead your club in projects that benefit your community. You'll develop initiatives to increase club membership. Above all, you're charged with developing servant leaders who'll fulfill the Kiwanis mission at the club level and beyond. Prepare well, and you'll be a leader who inspires, counsels and steers your club in the directions of growth and service.



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



—Sir Winston Churchill,
former British prime minister

Find more resources online at www.KiwanisOne.org.

PRESIDENT

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

ROLE: President

SUPPORTED BY: Board of directors and lieutenant governor

ROLE SUMMARY: Serves as club leader by setting and implementing goals for improving the members' club experience and increasing the impact of the club's service in the community by adding new members to the club.

QUALIFICATIONS:

A proven leader with the ability to:

- Motivate and inspire volunteers
- Empower and influence others
- Manage time
- Build relationships with community leaders
- Facilitate club meetings
- Lead by example
- Facilitate change
- Use Microsoft Office software

RESPONSIBILITIES:

- Establish a vision (or implement the stated vision) for the club and motivate and inspire club members to meet that vision.
- Establish goals for the club, in consultation with the board of directors, including membership growth and community service goals.
- Facilitate fun, educational and efficient club meetings. Ensure a quality speaker/program.
- Ensure a successful club experience by providing a new-member orientation, surveying the members regularly (Club Excellence Tool), and maintaining high quality standards.
- Ensure that the club is productive by leading the club to participate in a periodic Community Analysis and supporting Kiwanis-branded service projects and fundraising events that are meaningful to the members and the community. Fulfill sponsorship responsibilities to Service Leadership Programs.
- Organize an effective leadership team by appointing and training effective committee chairmen to focus on the club's goals.
- Lead effective and efficient board meetings. Implement a succession plan for future leaders ensuring a seamless transition.
- Communicate regularly with club members to keep them informed about the business and activities of the club.
- Fulfill all other duties documented in the Standard Form for Club Bylaws.

Club committees and special appointments overview

Each club has official bylaws that are based on the Standard Form for Club Bylaws and have been approved by Kiwanis International. The Standard Form suggests several standing committees that all clubs should appoint. (If you cannot locate your club's bylaws, you can request a copy from the Member Services Department at the International Office, 800-KIWANIS, ext. 411, or 317-875-8755, ext. 411.)

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

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

General duties of standing committees

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

The Committee on Community Services should implement projects on the arts, business affairs, citizenship, civic improvement, community beautification, conservation, health, international understanding, literacy, public affairs, safety or help for senior citizens and disabled persons. Popular projects include Special Olympics, Meals on Wheels and issues forums.

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

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

The Committee on Membership Growth and Education should strive to increase membership. The committee should consider all membership applications and submit its recommendations to the board of directors. The committee also should develop an effective orientation and induction ceremony for new members and promote regular attendance by all members at club meetings.

President

The Committee on Public Relations is responsible for helping to ensure that the public receives, through the media and other means, goals, programs and achievements of the club.

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

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

Selection and motivation of committee chairmen and special appointees

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

Motivation to action is enhanced when people have a clear definition of expectations and timelines, sufficient reminders, follow-up and praise. The general duties of committee chairmen on page 45 covers the basics you should discuss with each prospective chairman.

Special advisor to the president

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

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

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

The president should exercise care in the selection of the advisor because this appointment may be the key that helps the club have a successful year.

Committee structure and special appointments

Discuss these steps with current president and secretary:

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

2. List all current special committees: _____

3. List all current special appointments: _____

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

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

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

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

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

9. Remember to give ongoing feedback and encouragement throughout the year.

General duties of committee chairmen

The committee chairman is the key to an effective committee. Without leadership, the committee has no motivation or authority for functioning. Each committee chairman is to:

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

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

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

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

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

TIMELINE

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

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

Club president-elect/vice president

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

DUTIES AND RESPONSIBILITIES:

- Attend board of directors meetings.
- In the absence of the president, preside at club meetings and board of directors meetings
- Perform other duties as pertain to such office or as may be assigned by the president or the board of directors.

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

Attendance at the division education conference, division council meetings and district and international conventions will help prepare the president-elect to assume the leadership role of president.

Board of directors

The board of directors meets at least once a month and at the call of the president or by call of a majority of the board of directors. The Standard Form for Club Bylaws is the reference for board responsibilities and operations.

MEMBERSHIP—SEE ARTICLES III, IV, V REGARDING:

- Criteria for membership and for senior and honorary classifications
- Procedure for admitting members
- Discipline of members

STRUCTURE—SEE ARTICLES VI, VII, X-XIV, XXI, XXIV REGARDING:

- Officer qualifications, terms and elections process
- Filling a vacancy in office and removing an officer
- Club and board meetings
- Quorum needed for board decisions
- Committees
- Parliamentary authority and governing documents
- Amending club bylaws

BOARD RESPONSIBILITIES—SEE ARTICLES III-VI, X, XV REGARDING:

- Determining the policies and activities of the club
- Determining duties of the vice president, president-elect and immediate past president (and additional duties for other offices, if relevant)
- Admitting and disciplining members
- Approving the budget and payment of charges
- Counseling with appointed committees
- Providing club representation for international and district meetings
- Establishing short-term and long-term goals for the club
- Communicating regularly with club members on board activities
- General management of the club on all matters not specifically delegated to the club membership*

FINANCE—SEE ARTICLES XV, XVI, XVIII, XIX REGARDING:

- Paying dues and other obligations to Kiwanis International and the district
- Providing funds for convention delegate expenses
- Determining revenue sources for approval by the club membership
- Adopting a budget by October 1 (no later than October 15)
- Providing for an annual audit of club's books of accounts
- Determining the official depository for club funds
- Designating those authorized to sign club checks

**Every member of the board (not just the president and secretary) should evaluate club performance continuously, including functioning of the board as a whole, individual officers, committees and club meetings; attendance by members; membership growth and retention; Kiwanis education; service projects and initiatives; club goals; relationships with sponsored program clubs and other local Kiwanis clubs; financial management; public relations; and all other aspects of club operations. When the board meets, officer and committee reports should not be merely routine agenda items. Rather, they should provide genuine opportunities for every board member to express praise, concerns and recommendations. Each board meeting then becomes an evaluation session, allowing the board to most effectively fulfill its role of general club management.*

Club president's education of incoming officers and appointees

Person responsible

New club president

Purpose

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

Timeframe

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

Preliminary steps

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

- **Appointments, goals, actions, timelines** (accomplish June-August). Utilizing this leadership guide, work individually with each elected and appointed club leader to establish a clear understanding of responsibilities and agree to a set of goals and timelines.
- **Committee organizational meetings.** During the months prior to October, club committees should conduct organizational meetings to develop goals into preliminary plans of action and to develop a preliminary estimate of implementation costs.
- **International convention (June/July) and district convention.** Attend as a club delegate. Seminars conducted during these conventions provide a wealth of information useful to clubs in the areas of service, growth and club organization.
- **Club leadership education** (spring/summer). Organized by the incoming lieutenant governor and an instructor to present district/division goals, expectations and events, and to work with incoming presidents and secretaries on specific day-to-day operational procedures and requirements.

Secondary steps

1. See that committees conduct organizational meetings and that goals and timelines are established.
2. Ask each elected and appointed incoming club leader to prepare an overview of responsibilities, goals and timelines for presentation at the conference. Ask committee chairmen to compile the results of their organization meetings into comprehensive reports of proposed committee goals, timelines and estimated expenses/income.
3. Gather district and division goals, and goals for general club improvements that are not covered by committees, for presentation at the conference.
4. Review with the incoming club secretary the due dates for reports and verifications, application deadlines, club annual meeting and election, award criteria, etc. (Use club bylaws, Distinguished Criteria, information on upcoming international, district, division and club activities, etc.) Incoming club secretary should prepare a calendar for club leaders, which chronologically by month/day identifies all due dates and major events throughout the year. This should be presented at the conference. Also, the club secretary might provide incoming club leaders with copies of the club's bylaws, the "club status" criteria, information about Distinguished Criteria and information about Life Member status, banner patch awards, etc.
5. Work with incoming secretary and treasurer to organize a preliminary budget. Treasurer should prepare for presentation at the conference.

Community analysis

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

Important steps

1. Communicate with club members the need to evaluate the club's current role in the community. Suggest that current projects be reviewed to see if their services are still effective.
 - Are a significant number of people being served?
 - Does another agency offer the same services?
 - Are positive public relations opportunities afforded to the club through its projects?
 - Are members still interested in the projects?
 - Does the community still value the projects as much as the club does?
2. Invite club members to participate in a community analysis committee.
3. Meet to brainstorm a list of key informants and service providers within the community. Key informants include elected and public officials, advocates, religious leaders and company CEOs. Service providers are those who offer services to the community such as hospital personnel; health, human-service, safety, government and law-enforcement agencies; child-care providers; and public-school officials.
4. Divide the list of informants and providers between committee members.
5. Call each informant to see if he or she would be willing to participate. For organizations, committee members will need to determine the name, title, address and phone number of the most appropriate person to survey.
6. Conduct the survey by interview, phone survey or written questionnaire. The questionnaire should include a self-addressed, stamped envelope and a cover letter, which outlines the purpose of your survey, describes your club and indicates a deadline for survey response.
7. Make follow-up phone calls to those who have not returned surveys.
8. Meet to review findings, compile data and analyze findings.
 - Attach statistics and resource materials.
 - Eliminate impractical project recommendations. Weigh the club's resources against the community's needs.
 - Prioritize remaining projects according to need, urgency, potential impact, club interests, community support and resources available.
 - Develop formal service project and fundraising recommendations for club leaders.
 - Consider utilizing information to help develop a 3- to 5-year strategic plan.
9. At the following board meeting, present findings and recommendations to board members.
10. Send findings, along with thank-you notes, to informants. Include project plans and an invitation to upcoming meetings or events.
11. Keep results on file and review annually to update projects and keep the club's efforts focused on the community's needs.
12. Download the Community Analysis at KiwaniisOne.org.

Assessing your club

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

The Club Excellence Tool

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

- **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?
- **Membership growth and retention.** Does the club's membership increase over time? Does it reflect the diversity in the community?
- **Education and the member experience.** Is your club providing a complete experience for all of your members? How can your club encourage a positive member experience?
- **PR and marketing.** How is your club sharing your Kiwanis story with the community?

President

Conducting the assessment

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

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

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

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

The Club Excellence Tool outlines how to tabulate your club's score and provides feedback to help your club begin implementing change. The findings and feedback from the Club Excellence Tool can and should be used to complete the next step in the evaluation process, Planning Your Club's Success. Now that you know where there is room for improvement, your club can find tools and resources to help your club improve on KiwanisOne.org, or by calling the Kiwanis Help Line at 800-KIWANIS, ext. 411.

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

Find the Club Excellence Tool online version at www.KiwanisOne.org/ClubExcellenceToolOnline or the printable version at www.KiwanisOne.org.

President

Reporting the findings

Here are simple suggestions to communicate the results to members:

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

Staying in touch with the members

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

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

Meeting attendance

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

Call Kiwanis Member Services for additional information at 800-KIWANIS, ext. 411 (U.S. and Canada) or 317-875-8755, ext. 411 (worldwide).

Resources

Annual club meeting (election of officers)

Guidelines

Taken from Standard Form for Club Bylaws, Article XI and XII

TIMING

The annual club meeting should be held during a regular club meeting between the first week of April and the second week of May. The date should be announced at least two weeks in advance. A quorum* for club elections requires that at least one third of the members be present for elections to be valid.

PURPOSE

Elect officers and directors and hear annual reports from the club president, secretary and treasurer.

SCHEDULE

5 weeks in advance (or more): The president appoints a nominating committee to make nominations and prepare a ballot to elect officers and directors

2 weeks in advance: The nominating committee submits a list of nominees. For officers, that should be no more than two for each office. For directors, no more than the number of director positions to be filled plus three candidates. The president-elect should be the sole candidate for president nominated by the committee.

1 week in advance: Nominations from the floor may be made for any position to be filled.

At the election meeting: The president should appoint an elections committee to distribute, collect and count ballots and report the results to the president, who then announces them. (Additional nominations from the floor may be made at this meeting, if desired.)

HOW NOMINATIONS ARE MADE

1. By the nominating committee

President: "We will have the report of the nominating committee."

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

2. From the floor

President: "For president, Bob Adams is nominated by the nominating committee.

Are there any further nominations for president?"

Member: "I nominate Shanice Walker."

President: "Shanice Walker is nominated. Are there any further nominations for president?"

If there are no further nominations for president:

President: "If not, nominations for president are closed." (The same procedure is followed until all nominations from the floor for all officers and directors are completed and nominations are closed.)

**A quorum is most commonly defined as more than half. However, for the annual meeting, a quorum is defined as at least one-third of the members.*

VOTING PROCEDURE

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

Kiwanis clubs may make available to each member in good standing the option to vote electronically or by paper ballot for annual club officer elections. Electronic voting should be done via a secure web-based method, not e-mail, and currently is not permitted for club matters other than elections.

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

1. *By common consent*

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

2. *By voice vote*

President: “As many as are in favor of Laura Conaway for president, say aye.

Those opposed, say no. The ayes have it, and Laura Conaway is elected president.”

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

In any case, “only active, privileged and senior members present and in good standing may vote. There shall be no voting by proxy or absentee ballot.” Honorary members may not vote. (If a club votes electronically, a member is considered “present” if he/she votes while the polls are open.)

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

Resources

Club president's conference

Timeframe

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

Topics to cover

Thank immediate past president and outgoing leadership team.

Introduce the incoming club leadership team:

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

Distribute club roster.

Distribute and review club bylaws.

Announce the Kiwanis International president's goals for the year.

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

Have committee chairmen and others announce any immediate upcoming events or special plans.

Club president's conference

Sample agenda

Notification: Establish a time and place for meeting and make certain each elected and appointed club official will attend.

Conference site _____ Date _____ Time _____

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

Resources

Board of directors meeting

Sample agenda

Roll call

Club Secretary's report

- Minutes
- Correspondence

Treasurer's report

- Administrative and service accounts
- Approval for payment of bills

Report from membership committee

- Proposed new members
- Resignations
- Review club rosters

Other committee reports _____

Unfinished business (prepare list in advance) _____

New business _____

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

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

Division business

District business

International business

Club meeting

Protocol

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

- Members are greeted as they arrive.
- Flags, banner, bell, gavel, name badges, lectern and guest badges are in place. Audiovisual aids are checked before the meeting.
- Visiting Kiwanis leaders (governor, lieutenant governor, etc.) are seated at the head table, if applicable, and recognized once during the meeting; they need not be recognized by each program participant. If a club invites the district governor or lieutenant governor, the club assumes all expenses with the exception of transportation.
- Complimentary meal arrangements for any guests are made prior to their arrival.
- It is a traditional practice in many Kiwanis clubs for members to rise and applaud when their lieutenant governor or governor, a member of the Kiwanis International board, a past president of Kiwanis International, or other distinguished Kiwanian is introduced.
- When both the district governor and the host lieutenant governor are present at a club meeting, the president introduces the lieutenant governor who, in turn, introduces the governor.
- General introductions include inter-club delegations, visiting Kiwanians, potential members, representatives of sponsored program groups and other guests.
- All members stand for the invocation.
- The president develops a standard timed agenda, knows who will have the floor, briefs all participants on their roles and begins and ends meetings on time (p. 60).
- The president should recognize the achievements of individuals and committees and express thanks on behalf of the club.

COURTESIES TO SPEAKERS

- Inform a speaker of:
 - the date, time and place of the meeting
 - any request for speech content
 - approximate size of the audience
 - meeting agenda, time allotted for the speech and adjournment time
 - what equipment is available (lectern, screen, etc.)
- Request the spelling and pronunciation of the speaker's name and a résumé for publicity and an introduction.
- A designated member greets the speaker and introduces him or her to the president and other members. The speaker is given a guest or speaker's badge and seated at the head table. Have a cup or bottle of water at his or her place (or the podium).
- A brief, formal introduction of the speaker precedes the presentation. It is appropriate to say thank you to a speaker with an inexpensive token of appreciation. Consider making a donation on his or her behalf to a cause that reflects the club's focus on service and community. Club members should informally introduce themselves and express their thanks following the program. A day or two later, a note of appreciation should be sent from the club.
- Members who must leave before or during a speaker's presentation should apologize to the speaker before leaving and sit at the rear in order to leave unobtrusively.
- Many clubs make it a practice to rise and applaud when the speaker is introduced or at the conclusion of the presentation.

Resources

Club meeting

Sample agenda

	PERSON RESPONSIBLE	START TIME	END TIME
Opening ceremony <i>(This may include a patriotic song or pledge, an inspirational thought, an invocation or a simple welcome.)</i>	_____	_____	_____
Introductions <i>(Visiting district and division officers, new members, inter-clubs, other guests)</i>	_____	_____	_____
Communications received	_____	_____	_____
Announcements <ul style="list-style-type: none"> • Board actions • Projects • Meetings 	_____	_____	_____
Committee chairmen reports	_____	_____	_____
Recognition of members <ul style="list-style-type: none"> • Induction ceremony • Awards received • Newspaper publicity • Birthdays • Anniversaries • Club achievements • Extend greetings to visitors expressing appreciation for their attendance 	_____	_____	_____
Presentations <ul style="list-style-type: none"> • Certificates and other awards 	_____	_____	_____
One-minute education spot	_____	_____	_____
Program <ul style="list-style-type: none"> • Introduction • Program • Thanks • Extend appreciation to visitors for attending 	_____	_____	_____
Adjournment	_____	_____	_____

Induction of new members

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. 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 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) As we adjourn, I would encourage you to introduce yourself to _____ (new member). Thank you!

Resources

Installation of club officers

Arrangements worksheet

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

PERSON RESPONSIBLE

Preliminary organization

- Plan the budget.
- Arrange date with incoming lieutenant governor.
- Select and contract site.
- Arrange meal and entertainment.
- Order pins and awards.

Programs

- Design program.
- Determine quantity and order.
- Take programs to site.
- Distribute programs.

Participants

- Prepare list of honored guests.
- Prepare list of outgoing and incoming officers and directors with pronunciation guide for installing officer.
- Invite spouses and other special guests, including presidents and faculty advisor(s) of Circle K, Key Club, Builders Club, Kiwanis Kids or Aktion Clubs.
- Confirm attendance and make reservations for expected attendees.

Seating arrangements

- Follow club tradition to determine seating. Generally, a head table includes the incoming and retiring presidents, the lieutenant governor (or other installing officers), the invocator, the master of ceremonies and speakers (if any). If spouses are invited, the spouses of these participants also are seated at the head table.
- Use place cards for honored guests.
- Fill out and arrange nametags on head table.

Decorations

- Order centerpieces for tables.
- Pick up and arrange decorations.

Installation of club officers

Sample agenda

PERSON RESPONSIBLE

Call to order

Pledge of allegiance (U.S. clubs)

Invocation

Welcome

Introduction of head table

Introduction of other guests

Introduction of entertainment

Special presentations

Recognition of retiring directors and officers

Recognition of immediate past president

Achievement awards and recognition

Installation

New directors

Secretary

Treasurer

Vice president

President-elect

President

Acknowledgments

Closing

Adjournment

Payment of expenses

Evaluation

PRESIDENT

Resources

Installation of club officers

Suggested script

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

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

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

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

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

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

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

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

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

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

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

(If the club has more than one vice president, these remarks must be adjusted accordingly.)

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

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

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

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

CONCLUSION

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

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

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

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

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

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

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

Resources

President's monthly checklist

April–June (prior to your term of office)

- Announce date, time and location of Club Leadership Education (CLE) as soon as they become available, and be certain the club secretary and treasurer plan to attend.
- Schedule a summer planning meeting with Kiwanis club leadership, Kiwanis club advisor(s) of any Service Leadership Programs (SLP) and the officers of the sponsored club.
- Seek advice from current officers for next year and assist them in making the current year highly successful.
- Select committee chairs and special appointees.
- Ensure completion of CLE for you and the club secretary.
- Attend Kiwanis International convention and make plans to attend your district convention.
- Note division council and new-club building dates for the year and mark your calendar accordingly.

July (prior to your term of office)

- Make final selections for committee chair positions and special appointees. Each should understand the expectation of the position and the resources/support available from you and the club.
- Review growth materials. Work with the club membership committee chairman to develop a solid growth plan. Include at least four membership campaigns for the year, along with ongoing recruiting and retention programs. Look for ideas at www.KiwanisOne.org.
- Arrange a meeting with the current president. Seek advice on areas of improvement in the club. Ask about conducting a community analysis and the Club Excellence Tool in August to help develop goals for the upcoming year.
- Arrange a meeting with current and incoming secretaries to review the Club Leadership Education material, Leadership Guide and report forms.
- Report back to your club about your attendance at the international convention.
- Accompany Builders Club, Key Club and Kiwanis Kids committee chairmen to visit the school principals to reinforce the sponsored club support for the coming year. Confirm sponsorship needs of Circle K International and Aktion Clubs as well.
- Finalize plans to attend the district convention as one of your club's three delegates.

August (prior to your term of office)

- Ensure you and the club secretary have completed CLE training by September 30 (required to attain Distinguished Club status).
- Following the summer planning meeting, incorporate the calendar of SLP events into your Kiwanis club calendar.
- Finalize a growth plan with the membership committee and plan membership campaigns. Target groups not represented in club.
- Schedule a budget planning session with the board and committee chairmen for late September. The club budget must be approved prior to October 1. Be sure to plan for SLP needs when you create your budget.
 - Determine the need for director’s and officer’s liability insurance with club board.
 - Consider what financial assistance will be given to delegates and alternates attending the international convention.
 - Consider what financial assistance will be given to delegates attending the district convention.
- See that the treasurer receives copies of pertinent information from the incoming secretary.
- Arrange a meeting with the current and incoming treasurers. Review responsibilities and current procedures at that meeting.
- Review Kiwanis International Foundation activities and contribution programs for clubs and individuals.
- Approve donation to Kiwanis International Foundation for Annual Club Gift Campaign.

September (prior to your term of office)

- Develop an agenda for club president’s education of incoming officers and appointees that includes discussion of responsibilities, goals, events and deadlines for the coming year. Sources for education information are available in the Leadership Guide.
- Review Kiwanis International awards programs as well as any awards programs offered by your division or district.
- Make plans for any joint service, social and/or fundraising activities for the year with your club’s sponsored SLP clubs.
- Make plans for Kiwanis Family Month (November).
- Make certain every officer, board member, committee chairman and special appointment is prepared to “hit the ground running” on October 1.
- Ask incoming secretary to prepare an updated club roster for distribution to members in October.

Resources

President's monthly checklist

September (continued)

- Conduct the club president's conference at the first or second club meeting in October. The purpose of this meeting is to:
 - Thank immediate past president and outgoing leadership team.
 - Introduce the incoming club leadership team.
 - Distribute and review club bylaws.
 - Announce the club's major goals and objectives for the year and what is needed and expected from members for the club to have a great year.
 - Have committee chairmen and others announce any upcoming events or special plans.
- Report back to your club about your attendance at the district convention.
- Extend invitation(s) to sponsored SLP club president(s) and faculty advisor(s) to attend the club officer installation event.
- Ensure representatives from your Key Club attend Key Leader weekends.

October–September

For every board meeting

- Coordinate with the club secretary to prepare the meeting agenda.
- Review progress on each goal and project.
- Review the club roster and determine non-attending members. Re-engage them in club meetings and activities now.
- Collect committee reports.

For every club meeting

- Coordinate with the club secretary to prepare the meeting agenda.
- Confirm program/speaker (if applicable).
- Evaluate past month's meetings and adjust as needed.
- Confirm new-member inductions for the meeting and have supplies ready.
- Begin and end the meeting on time.
- Ensure committee chairmen submit reports to the club secretary.
- Encourage the active involvement of all members.
- Make sure new members receive proper orientation and induction.
- Help new members get involved with club committees in areas that match their needs.

October

- Develop goals and the resources needed to accomplish each, based on the use of the Club Excellence Tool assessment; recommendations of committees; advice of current and incoming officers, board members, and other club leaders; and goals established by the division, district and international. Submit club goals to your lieutenant governor.
- Announce and make preparations for the lieutenant governor's visit.

October (continued)

- Before your first club meeting, review sample agenda and minutes formats.
- Before your first board meeting, review minutes of past month's board meeting prepared for board approval.
- Finalize this year's goals and budget at this club board meeting. Reinforce officers' education
- Check with each committee chairman and club officer. Set meetings for October and November.
- Ask public relations committee chairman to submit a news release about the installation of club officers to the local newspaper. Encourage the chairman to publicize club news throughout the year.
- Inform club about the opportunities to sponsor a Key Club, CKI, Kiwanis Kids, Aktion Club or Builders Club and generate club interest to do so as soon as possible.
- Be the first to induct a new member. Challenge others to follow your example.
- Make sure new members receive proper orientation and induction.
- Help new members get involved with club committees in areas that match their interests.

November

- Make certain all club, division, district and international news, projects and events are communicated through newsletters and announcements. Members should learn something about Kiwanis each week.
- Review progress of the distinguished criteria.
- Ensure that committee chairmen submit reports to the club secretary.
- Observe Kiwanis Family Month. Designate weeks to recognize the Circle K International, Key Club, Builders Club, Aktion Club and Kiwanis Kids clubs that your club sponsors.
- Ask public relations committee to work on a public awareness event or a service project with high visibility.
- Plan a special program to celebrate Kiwanis International Foundation Week (any week this month can be designated for Kiwanis International Foundation Week).

December

- Make plans for sponsored club interaction for January through May. Initiate plans to host a parent appreciation event for Key Club, Builders Club or Kiwanis Kids parents.
- Encourage members to attend mid-year conferences.
- Continue to encourage club members to register for and attend the international convention.

Resources

President's monthly checklist

January

- Support your Service Leadership Parents membership campaign to bring in new members whose children you support in their schools.
- With the club secretary, review first quarter club and board meetings; committee programs/projects; membership growth; member involvement; and involvement in division, district and international events and programs. Review club budget and goals. Look for areas of success as well as needed improvements.
- If desired, consider any proposed resolutions or amendments to the International Bylaws your club would like to have presented at the international convention. Submit these to the International Office by February 15.
- Make plans for your club's involvement in Kiwanis One Day, including PR/marketing for this event.

February

- Make certain your Circle K International and Key Clubs elect and report new officers to district and international.
- Consider any proposed resolutions or amendments to the International Bylaws your club would like to see presented at the international convention.
- Appoint a nominating committee at least five weeks prior to the annual club meeting. (*Review Articles XI and XII of club bylaws.*)
- Ensure your Key Clubs and Circle K International clubs are represented at district conventions.
- Remind Key Clubs and Circle K International clubs to attend their district's education session.

March

- Review the club roster at your board meeting. Attempt to call or personally visit non-attending, non-participating members. Re-involve them in the club.
- Ensure plans are completed for Kiwanis One Day participation.
- Review Kiwanis International award programs, as well as district, division and club award programs. Determine if your club is on target. Look for additional opportunities.
- Appoint a nominating committee (*see Standard Form for Club Bylaws, Articles XI and XII*) and prepare for the annual club meeting/election of officers.
- Encourage club members wishing to attend the international convention to submit their registration form.
- Elect two primary delegates and two alternate delegates to represent the club at the international convention, at least 60 days prior to the convention. Next year's club president should be a delegate.

March (continued)

- If desired, consider items of business to be proposed at the district convention.
- If not already completed, elect three delegates to represent your club at the district convention. The three should be elected at least 30 days prior to the convention. Next year's club president should be a delegate to the district convention.
- Ensure Circle K International and Key Clubs attend their district conventions.

April

- Ensure club involvement in Kiwanis One Day.
- Support your service-focused membership campaign to bring in new members by inviting them to join in service.
- Finalize plans for delegates, alternates and other club members to attend the international convention.
- If not already completed, elect two delegates and two alternates to represent your club at the international convention, and make sure they are reported to the International Office by April 30 on the delegate certification form.
- Conduct the annual club meeting/ election of officers between April 1 and second week in May. (*See Standard Form for Club Bylaws, Articles XII and XIII.*)
- Assist your sponsored clubs with end-of-year recognition activities. Invite their parents and have Kiwanis membership materials available for them. Present mementos to outgoing officers and faculty advisors.
- Invite the incoming lieutenant governor to install incoming officers. Installation is usually conducted at the end of September or the beginning of October.
- Meet with incoming president. Offer advice on areas of potential improvement in the club.
- Remind the president-elect to accompany Builders Club, Key Club and Kiwanis Kids committee chairmen to visit the school principals to ensure plans are made for the coming year. Planning meetings with committee chairmen and applicable administrators should also be completed for Circle K International and Aktion Club.
- Participate in Kiwanis International Foundation's Skip-a-Meal week (last full week of April.)
- Remind the incoming president to attend the Club Leadership Education session offered in your area. Contact district office for details.

Resources

President's monthly checklist

May

- Finalize plans for delegates, alternates, and other club members to attend the International convention. Members may still register; see the registration form for instructions at this point.
- Submit the Annual Report of Club Election by June 1.
- If desired, consider items of business to be proposed at the district convention.
- If not already completed, elect three delegates to represent your club at the district convention.

June

- Review Kiwanis International award programs, as well as district, division and club award programs. Determine if your club is on target. Look for additional opportunities.
- Submit the Annual Report of Club Election by June 1.
- Involve your successor in club operations and procedures and encourage early preparation for next year.
- Ensure your Circle K International and Key Clubs are represented at their international conventions.
- Finalize plans for delegates and other club members to attend the district convention.

July

- Review club and member accomplishments and recognize contributions.
- Finalize plans for delegates and other club members to attend the district convention.
- Confirm the attendance of the incoming lieutenant governor at the installation of incoming officers. Installation is usually conducted at the end of September or the beginning of October.
- Ask club members who attended the international convention to report to your club about the business that was conducted and their experiences.
- Remind the president-elect to accompany Builders Club, Key Club, and Kiwanis Kids committee chairmen to visit the school principals to ensure the sponsored programs plans are made for the coming year. Also, a meeting with the college/university officials on the campus of Circle K International club should be set up as well.
- Plan the installation ceremony. Work with your secretary to make certain the merchandise order is submitted for items traditionally used by your club to honor incoming and outgoing officers and other club leaders (officer pins, plaques, certificates, etc.) and allow three to six weeks plus shipping time for items requiring personalization.

August

- Assist incoming president with planning for upcoming year.

September

- Order any awards earned by club members.
- Ask club members who attended the district convention to report to your club about the business that was conducted and their experiences.
- Conduct an installation ceremony.
- Encourage representatives from your Key Club to attend Key Leader weekends.

October (following your term of office)

- Pass president's materials to incoming club president.

Congratulations on your year of success!

Your district needs strong leaders. Consider becoming a lieutenant governor.