

LIEUTENANT GOVERNOR

Your fellow Kiwanians have elected you to one of the key leadership positions in your district. Your duties include ensuring participation in club leadership education, helping clubs boost their membership, building new clubs and increasing club members' engagement and morale. The effectiveness with which you dispatch your duties will go a long way toward maintaining the health and vitality of the clubs in your division and, by extension, Kiwanis.

“

There are many ways of going forward,
but only one way of standing still.

”

—Franklin D. Roosevelt,
32nd president of the United States

Find more resources online at www.KiwanisOne.org.

LIEUTENANT GOVERNOR

Just as the club president is the leader of the club, the lieutenant governor is the leader of the division and has several responsibilities to presidents and clubs.

ROLE: Lieutenant governor

SUPPORTED BY: Kiwanis district board and district governor

ROLE SUMMARY: Serves as a leader in the district by expanding Kiwanis' reach through the opening of new Kiwanis clubs and helping clubs improve the value of the club experience.

QUALIFICATIONS:

A proven leader with the ability to:

- Motivate and inspire volunteers
- Manage time
- Build relationships with club and community leaders
- Encourage, support, coach and counsel club presidents
- Focus energy on the objectives
- Lead by example
- Facilitate change
- Use Microsoft Office software

RESPONSIBILITIES:

Support the goals of the district.

- Be accountable for meeting the membership growth goals for the division. Drive membership growth in the district specifically by focusing on the opening of new Kiwanis clubs and assisting current clubs in recruitment and retention efforts.
- Ensure that the club experience is attractive to new and existing members.
- Invest time and resources in those clubs with the potential for the greatest return.
- Evaluate, coach, support and provide positive reinforcement to Kiwanis clubs in the division.
- Coordinate assistance by communicating with TAG or district growth team members, district board and Kiwanis International.

Serve as a leader in the district by communicating the vision/messages of Kiwanis International and the district to the clubs and motivating the members to action.

- Ensure participation in club leadership education sessions.
- Speak on behalf of the district and prepare messages that are positive, personal and passionate.
- Communicate regularly with club presidents. Provide opportunities to meet face to face by scheduling productive division council meetings.
- Support succession planning by ensuring a seamless transition among preceding, current and succeeding administrations.

Serve on the district board of trustees and as a liaison between the club and the district.

Club leadership education

PURPOSE

To prepare the incoming leadership to successfully carry out their responsibilities.

PERSON RESPONSIBLE

Lieutenant governor-designate and a certified Kiwanis instructor

WHO SHOULD ATTEND

Incoming club presidents and secretaries must attend. Those who are absent from the education conference must be instructed individually as arranged by the lieutenant governor-designate or certified instructor.

The first division council meeting is to be led by the lieutenant governor-elect during the session.

TIMEFRAME

The session should be conducted in May or June with any individualized makeup sessions completed prior to October 1.

RESOURCE MATERIALS

Kiwanis International club leadership education instructor and participant materials as well as other materials that may be supplied by the district

FACULTY

Certified Kiwanis instructors have been selected by your district and educated by Kiwanis International to facilitate this education program in each division.

EQUIPMENT NEEDED

You will need an easel pad, markers and screen. You may also need a DVD player, laptop and/or an LCD projector.

SETUP

The ideal setup for maximum participation is an arrangement of tables so participants face each other, encouraging interaction.

PLANNING

- Determine date, time and location with your Kiwanis certified instructor.
- Arrange a planning meeting with the certified instructor and any other faculty members at least three to four weeks prior to the session. Discuss the topics to be covered and review the order of the presentation as outlined in the club leadership education materials.
- Send letters of invitation requiring RSVP to each participant at least one month prior to the education session.
- If time permits, meet again with instructors for a final review of the schedule.
- Make follow-up telephone calls to the invited attendees one week prior to the education session.

Evaluation of clubs and boards

In addition to presenting an address or conducting a discussion during an official visit or board meeting, the lieutenant governor will complete evaluation forms and forward copies to the district office.

These are some of the primary areas that will be noted:

- | | |
|---|--|
| <ul style="list-style-type: none">• Club meeting<ul style="list-style-type: none">– Meeting place– Reception activities– Conduct of meeting– Fellowship– Program planning | <ul style="list-style-type: none">• Board meeting<ul style="list-style-type: none">– Attendance– Budget and Bylaws adherence– Committee activities– Record keeping– Timeliness of reports and payments |
| <ul style="list-style-type: none">• Special areas<ul style="list-style-type: none">– Young Children: Priority One (plans, accomplishments and degree of club involvement)– Service Leadership Programs (Kiwaniis Kids, Builders Clubs, Key Clubs, Circle K International, Aktion Clubs and Key Leader)– District and international convention representation– Revision of club bylaws– Club incorporation– Charitable foundation | |
| <ul style="list-style-type: none">• Club's request for materials | |
| <ul style="list-style-type: none">• Additional information of special value to governor, district secretary and district committees | |

Division action plan

Effective leaders must have a clear understanding of the responsibilities and expectations of their office as it relates to Kiwanis International, the district and the clubs. The lieutenant governor should establish a clear vision for the year ahead through development of division goals. Each division goal should be specific and attainable and should outline specific steps and a timeframe for completing each step. The person or people responsible for each step should be defined, and the steps and responsibilities communicated to everyone who has a role to play in goal achievement.

A draft of a division action plan, including goals, steps and timeframes, should be distributed at the preliminary division council meeting during the club leadership education session. Following discussion and negotiation, a final action plan should be developed and distributed to all club and division leaders. This can serve as the basis for the lieutenant governor's regular progress checks with the people responsible.

In addition, the president, club officers and each committee and special appointee should establish goals for the year that can be organized and monitored each week for progress. A copy of these goals should be given to the lieutenant governor prior to October 1.

INFORMATION RESOURCES

The first step in goal setting is to collect and organize information. Information sources include the Club Excellence Tool, community analysis, club records, awards requirements, district and division goals for clubs and the advice of current officers.

Lieutenant governor's preliminary evaluation of clubs

(To be completed in June for each club in the division.)

Your success as lieutenant governor ultimately depends on the success each club in the division has in strengthening the quantity and quality of membership and service during the administrative year. Your ability to help clubs grow, provide better service to the community and meet the needs of their members requires you to gain a thorough knowledge of each club's strengths and weaknesses as soon as possible. Establish a positive, helpful relationship with the incoming club presidents and maintain this relationship throughout the year.

Directions:

1. Meet with the current lieutenant governor and discuss each club. Note the lieutenant governor's impression of noteworthy strengths and areas where significant improvements are needed.
2. Obtain copies of each club's monthly reports (October–April) from the lieutenant governor. Note positive and negative trends of each club.
3. Contact the president-designate of every club. Give each your mailing address, phone number(s) and e-mail address. Encourage each to call whenever you can help. Ask for impression of current club status, club strengths and major challenges for the upcoming year. Record these comments. Challenge the president-designate to develop a specific action plan to address areas needing improvement (e.g., lack of club newsletter, poor quality of program speakers, lack of diversity).

Appointment of division leadership team

To be successful as the division's leader, you will need help from others. Delegate specific tasks to conscientious, responsible Kiwanians in the division. Be specific about what you want and when, and follow up regularly in a positive, encouraging manner to ensure results.

Some key positions may be dictated by district policy or division tradition. Others will be based on your analysis and creative thoughts about your needs for a productive and successful year. Discuss required and recommended division leadership positions with the current lieutenant governor, past lieutenant governors and others whose advice you value.

Possible division appointments include division secretary, newsletter editor, coordinator for the governor's visit, coordinators for each of the required club standing committees, Service Leadership Program division chairman and Young Children: Priority One chairman.

For each position, decide the specific responsibilities, the tasks that fulfill the responsibilities, when each task needs to be accomplished, and the personal qualities needed to be successful. Approach the person you select, describe the position and gain acceptance.

Planning and managing division growth

The lieutenant governor is responsible for Kiwanis development within the division during the year. Specifically, each lieutenant governor must monitor and encourage the growth of membership in all existing clubs and the organization of solid new clubs wherever possible.

To guarantee growth within the division, plan and prepare for these steps:

Before the year begins

1. Attend the lieutenant governor's education sessions and familiarize yourself with the resources provided by Kiwanis International.
2. Get the evaluation of the present lieutenant governor regarding the membership conditions of each club and opportunities to build new clubs. As you meet the incoming officers of each club, discuss membership growth objectives and support for new clubs within the division. Take special note of clubs that have been recently organized.
3. Identify potential sites for new clubs and help to organize the building process for these clubs.
4. Consider how you will communicate the division's growth priorities and progress throughout the year to club leaders and members. Make use of:
 - Education sessions
 - Division newsletters
 - Official club and board visits

Lieutenant governor

During the administrative year

1. Build a solid new Kiwanis club and rebuild a small club during the first half of the year (October–March).
2. Make certain that special support is continuing for clubs that have been organized within the past 12 months.
3. Lead by example: Fulfill your commitments to participate personally in specific growth activities. Continue to communicate the division's growth priorities and progress. Recognize the clubs and individuals who achieve their growth objectives.
4. Sponsor a member into your own club early in the year.
5. Offer advice to your successor on division growth for the next administrative year.

Potential areas of goal setting

- Increase impact on the community
- Net membership growth, ___ percent (___ members)
- New-club building and development
- Inclusion of CKI and Key Club alumni and Service Leadership Program parents as prospective members
- Orientation of all new members
- Retention of current members
- Regular recognition of all members for achievements
- Growth of Service Leadership Programs such as Kiwanis Kids, Builders Clubs, Key Clubs, CKI, Aktion Clubs and Key Leader (where applicable)
- Positive publicity in the community

Division council

Purpose

Kiwanis International encourages every lieutenant governor to organize a division council. Through regularly scheduled council meetings, the lieutenant governor has an opportunity to work with club and division leaders to address common club concerns; share ideas and successes; evaluate progress in achieving club, division and district goals; resolve minor club problems before they become serious; track report filings; promote division, district and international programs; and coordinate implementation of division-wide projects and events such as the district governor's visit and the building of a new Kiwanis club. At a division council meeting held prior to April 15, a new lieutenant governor and lieutenant governor-elect must be elected. Consult your district bylaws for the proper process and allow time on that agenda.

Size and makeup

In most Kiwanis divisions, council membership includes the lieutenant governor and club presidents. Many councils also include club secretaries, the lieutenant governor-elect, division appointees, and the lieutenant governors or representatives of CKI and Key Club.

Meetings

If monthly meetings are not feasible, plan at least one council meeting per quarter. Periodic electronic communications are encouraged.

At least two council meetings can be conducted in conjunction with other major activities club presidents are expected to attend:

1. **Club leadership education** (May/June). At the initial council meeting, which may be convened during the working lunch of the session, the lieutenant governor should seek input from incoming club presidents on the ideal location for a new club in the division and outline the specific dates scheduled for completing the steps in the new-club building process. This preliminary meeting also may be used to discuss the details of division and district goals.
2. **Division election conference** (must be conducted by second week in April). Carefully review district bylaws (Article X) for requirements such as written notification. The immediate past lieutenant governor will usually preside during the conference.

SUGGESTED AGENDA ITEMS FOR DIVISION COUNCILS CONDUCTED THROUGHOUT THE YEAR

- Brief reports by division appointees (when appropriate)
- Progress report on district and division goals
- Update of division calendar
- Promotion of upcoming division, district and international events and projects
- Discussion of membership development: Have each club report progress in recruiting new members. Pair struggling clubs with stronger ones and devote a segment of the meeting to sharing ideas and strategies to enhance the quality of clubs.
- Promotion of upcoming Kiwanis Kids, Builders Club, Key Club, CKI, Aktion Club and Key Leader events and projects
- Review of monthly reports
- Reports by each club on major accomplishments, upcoming events and current problems

Governor's official visit

Purpose

- A division-wide meeting with the governor, hosted by the lieutenant governor and clubs in the division (usually an event that includes a meal and spouses)
- An opportunity for the lieutenant governor to meet one-on-one with the governor to discuss division progress and future prospects
- An opportunity for the governor to work directly with club leaders through a division council meeting
- An opportunity for the governor to deliver an important message to Kiwanians and to the communities served by the Kiwanis clubs in the division

Attendance

- All Kiwanians should be invited to attend. When schedule is final and prices are established, clubs should be encouraged to maximize registration as early as possible. Minimum expectation should be an inter-club from each club.
- All club and division leaders should attend a division council meeting prior to the dinner for the governor's official visit.
- Leadership of all Kiwanis Service Leadership Programs should be invited (Kiwanis Kids, Builders Clubs, Key Clubs, CKI and Aktion Clubs).
- Local media should be invited as guests of the division.

Planning

- While you are lieutenant governor-designate, establish a special division committee to plan and carry out all arrangements. Meet with this committee to determine specific obligations and timeframes. Follow up regularly to make certain all deadlines are met.
- Plan the budget. Determine all expenses, including guests' meals, and establish per-club or per-person price. Make certain all expenses will be covered.
- Establish date with governor. Will governor's spouse/partner attend? Are district leaders or special guests accompanying the governor? Will governor be staying overnight? Are there special needs or arrangements? Clarify division financial obligations.
- Determine specific site, schedule and menu, and sign contract. Make certain space is sufficient for dinner and extra room is available for division council meeting prior to dinner.
- Organize tentative schedule for the day, including lieutenant governor's private meeting with governor, division council meeting, speaking obligations, special tours or activities for governor and spouse and dinner. (Allow some free time for rest, changing clothes, etc.) Send schedule to governor for review and approval.
- Determine specific program agenda for the dinner, including introductions, speakers, governor's address, entertainment, special recognitions and presentations. Agenda should be timed.
- Confirm speakers, presenters, entertainment, etc.
- Prepare special guest list and send invitations. Include leadership of Service Leadership Program.
- Prepare and distribute invitations/registration forms for clubs.
- Develop and produce printed program.
- See that all introductions, recognitions and presentations are prepared. Organize head table and all needed materials and equipment (place cards, centerpieces, lectern, gong, gavel, banners, flags, signs, name tags, sound system, etc.)
- Involve other members of the Kiwanis family in the program/event as appropriate.

Resources

Club evaluation

Sample format

Club name: Kiwanis Club of _____

Incoming club president: _____
(Name) (Telephone number)

A. Lieutenant governor's comments about club strengths/problems: _____

B. Review of monthly reports: (Note significant trends in areas such as new membership, membership retention, meeting attendance, meeting programs, services, fundraising.)

C. Club president-designate's comments about the club (strengths/major challenges):

Resources

Club meeting evaluation

Sample format

CLUB MEETING DATE: _____ / _____ / _____

	Excellent	Good	Fair	Poor	Ideas for improvement
Opening ceremonies					
Recognition of guests					
Committee action Reports (<i>Make them concise, indicate progress.</i>)					
Service to community					
Program Advance arrangements					
Introduction					
Speaker					
Thank-you					
Membership Involvement					
Fellowship					
Growth					
Retention					
Service Leadership Programs					
Inter-clubbing					
Budget					
Publicity					
Promotion of Kiwanis Objects					
Participation in division, district and international activities					

**Note: For suggestions on improving weak areas of the club, refer to the Membership Development Manual at www.KiwanisOne.org/growth.*

Position appointment

Sample format

Position title: _____

Responsibility(ies): _____

Primary tasks and target dates for completion of each:

TASKS

COMPLETION DATES

Personal characteristics needed to be successful: _____

Person accepting position: _____

Address: _____

Phone number: _____

E-mail address: _____

Resources

Action plan

Sample format

Goal: (A specific statement of desired result and completion date).

ACTION STEPS	PERSON RESPONSIBLE	COMPLETION DATE	PROGRESS DATES
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Division council meeting

Suggested agenda

An official visit to a division provides a lieutenant governor with an outstanding opportunity to work directly with club leaders, to provide information, motivate, teach and gain feedback.

1. Call to order by lieutenant governor
2. Invocation (optional)
3. Introduction of district officers and district chairmen present
4. Roll call of clubs
5. Introduction of governor (who presides from this point on)
6. Relation of the division to district goals
 - a. Service
 - b. Membership growth
 - c. New-club building
 - d. CKI, Key Club, Builders Club, Kiwanis Kids and Aktion Club new-club building
 - e. Attendance at international convention
 - f. Attendance at district convention and conferences

7. Review of the status of clubs in the division
 - a. Membership growth and new-club building
 - b. Activities completed or in progress
 - c. Discussion of plans for coming months
8. Status of CKI, Key Club, Builders Club, Kiwanis Kids and Aktion Club
 - a. Cooperative effort and supervision by sponsoring clubs
 - b. Assistance needed by clubs (Service Leadership Programs)
9. Assistance needed by clubs
 - a. Administration problems
 - b. Fundraising
 - c. Young Children: Priority One
 - d. CKI, Key Club, Builders Club, Kiwanis Kids and Aktion Club
 - e. Other service areas (community and youth services, human and spiritual values)
 - f. Public relations
 - g. Club meeting programs (program sharing)
 - h. Kiwanis education
10. Report reminder (list will depend upon the period of the year in which the visit is made)
 - a. Monthly reports
 - b. Certificate of election of delegates and alternatives to international and district conventions
 - c. Annual Club Report
 - d. Annual Report of Club Election
 - e. Annual dues
11. Special events
 - a. Club
 - b. Division
 - c. District
12. The district looks to the days ahead
 - a. Comments by the governor on strengths and challenges
 - b. Discussion on how the division leadership can help
13. If relevant, allow time on the agenda for the election of a new lieutenant governor and lieutenant governor-elect. See district bylaws for proper process.
14. Adjournment

Resources

Lieutenant governor's monthly checklist

March (prior to your term of office)

- Contact the district office to request copies of district policies and bylaws. Request names, addresses, telephone numbers and e-mails of incoming club presidents and secretaries in the division. Verify dates, times and locations of these significant events and finalize plans to attend.
- Create a division leadership roster. Include each club's president and secretary, appointments, and meeting day, time and location, as well as your predecessor and successor. Forward copies of the roster to the district office, each club and each member of the division leadership team.
- Select and confirm site, dates, times for Club Leadership Education (CLE) for incoming club presidents and club secretaries. Meet with instructor(s) to plan the programs. Education sessions should be conducted in May or June. Make arrangements for individual instruction by October 1 for any absent club president or secretary.
- Plan your division council meetings (at least 4 a year).
- Schedule a growth summit for your division.
- Begin developing your successor.
- Introduce yourself to your CKI and Key Club counterparts who were elected in February, March or April.
- Make plans to attend international and district conventions.
- Attend your governor's visit.
- Promote and attend Key Leader weekends.
- Make contact with the incoming club presidents; invite them to a dinner to get to know each other.

June (prior to your term in office)

- Contact each club president-designate in the division. Verify that incoming club president and secretary will be attending the CLE session.
- Promote the use of the Club Excellence Tool and Planning Your Club's Success at your first club visit.
- Attend the international convention and district convention to help prepare you for effective leadership. Encourage attendance from incoming club presidents, secretaries and leadership team.
- Appoint a leadership team to help your clubs succeed, including new-club builders and club counselors.
- Select a new-club site and set dates for the site survey and recruiting.

July (prior to your term of office)

- Review your notes from district convention and devise an implementation plan for programs that will benefit your clubs.

August (prior to your term of office)

- Ask each president-designate to make a commitment to sponsor a new member during the month of October.
- Complete your division growth action plan and submit it to the governor.
- Complete your site survey for a new club and submit the case for a new club to the governor at your district convention.

September (prior to your term of office)

- Recruit a new member for induction into your club. Schedule an induction ceremony in October to demonstrate your emphasis on growth.

October

- Challenge each president to sponsor three new members.
- Conduct official division council meeting. Agenda should include progress reports on goal attainment from each club president and from every other member of the leadership team.
- Collect and review club success plans from club presidents.

November

- Promote Kiwanis Family Month, Kiwanis International Foundation Week, Key Club International Week, and Key Leader weekends.
- Review the progress of the new-club-building team.
- Review the progress of club counselors appointed to struggling clubs.

December

- Review General Liability Risk Management packet arriving this month.

January

- Conduct division council meeting.
- Make plans to attend the Kiwanis International convention. Encourage club members in your division to do the same. Check www.KiwanisOne.org to ensure you register when the rates are best.

Resources

Lieutenant governor's monthly checklist

February

- Invite all potential candidates for lieutenant governor-elect to discuss roles and responsibilities of position.
- Review the progress of the new-club-building team.
- Review the progress of club counselors appointed to struggling clubs.

March

- Conduct official division election conference. See Standard Form for District Bylaws, Article X, section 3 for requirements. This may be an agenda item or regular division council meeting. Send verification of election results to district office by April 30.

April

- Participate in Kiwanis One Day.

May

- Arrange a time to meet with the lieutenant governor-designate in June, following his/her attendance at the division's lieutenant governor education conference.
- Review the progress of the new-club-building team, if club is not yet completed.
- Review the progress of club counselors appointed to struggling clubs.

June

- Encourage clubs to attend and send delegates to represent them at the district convention.
- Meet with lieutenant governor-designate.
- Attend the international convention.

July

- Prepare to attend the upcoming district convention.
- Review the progress of the new-club-building team, if club is not yet completed.
- Review the progress of club counselors appointed to struggling clubs.

August

- Attend district convention.

September

- Prepare meeting with your successor to ensure a smooth transition from one lieutenant governor to the next.

October (following your term of office)

- As immediate past lieutenant governor, serve as chairman of the division conference to elect officers (to be conducted no later than the second week in April per the district bylaws, Article X).

Congratulations on your year of success!