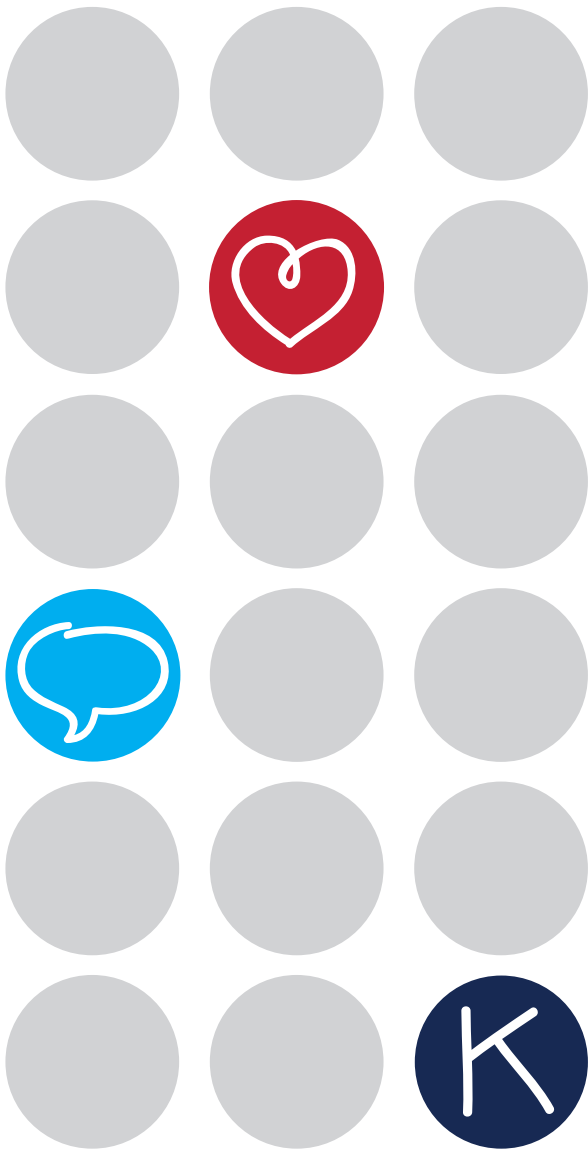


Tools for success



CLUB
STRENGTHENING
SUMMIT



ACHIEVING CLUB EXCELLENCE

A formula for healthy Kiwanis clubs

Creating the purpose

Objective: To renew or establish members' commitment and passion to pursue your club's purpose in the community

Purpose: To guide your thoughts and reflections about what your club represents, and to use those feelings to inspire action for change

Goals: To determine the niche for your club in the community, how success should be measured, and what members enjoy about their experience

Audience: Club members

Every organization needs to define its purpose — what it does and why it exists. A club's purpose should:

- Brand the club's identity
- Offer clarity to potential members and partnering organizations
- Help the club set goals and priorities
- Guide members and leaders in making decisions about service and fundraising activities

Members around the world affiliate themselves with Kiwanis because of a shared passion for improving their communities, particularly where children are concerned. And how they choose to do that varies depending on the needs of the community, the resources they have available, the interests of their members and the partnerships they form.

Whether planning a new fundraiser to build a playground or taking over a longstanding community event, the club's actions should be guided by a purpose. Establishing this purpose describes how your club will accomplish Kiwanis' mission of "Serving the children of the world." More specifically, it will help your club deliver the "wow" that makes current and future members enthusiastic about sharing the club experience with others.

What is your club known for? What is its purpose?

Why do you serve?

What do you love about your club? Have you ever told nonmembers what motivates you to serve? For that matter, have you told other members — or asked them?

Some group reflection at your next club meeting could be both eye-opening and motivational, helping to establish or revitalize your members' commitment to the club's purpose. At an upcoming club meeting, learn from each other's inspirations and ideas. Use these prompts and questions to encourage members to share what makes the club special — and to think about the reasons, people and partnerships that will keep it going.

Community:

- I care about our community because:
- What community near us could benefit from a Kiwanis club?
- How can we make our community more aware of this club and all we do?
- Local organizations we should work with:
- People to invite to our club:
- What our community really needs from us:
- How can our club learn what our community needs most?

Possibility:

- Young people inspire me because:
- How do we inspire kids' and other young people's commitment to service?
- How can we keep our club strong?
- My club inspires members to get involved by:
- My dream...
 - for our club:
 - for our community:
- With five more members, our club could:

Pride:

- My proudest Kiwanis moment: (existing clubs only)
- The best way to describe our club to a potential member:
- I love this club because:
- I joined this club because:

Here are three ways you can involve club members in sharing ideas. Write one of the above questions on a note card then use one of these methods to structure a discussion:

1. **Build the future.** Divide club members into groups or pairs. Give each group or pair one note card. Allow ten minutes for discussion. Ask a spokesperson from each group to share responses with the club.
2. **Begin the brainstorm.** Choose an activity leader or note-taker. Give each member a note card or cards. Ask for volunteers to share their responses.
3. **Share the love.** Give each member a randomly selected note card. Ask them to write down or think of an answer during the meeting. Ask each member to share his or her response.

On an easel pad, consolidate the group's answers to help determine the club's purpose. These aspirations and thoughts represent members' commitment to serving the community and improving the club. If consensus can be established, these ideas might serve as a framework for accountability and future goals. Discuss the next steps for any action ideas at your board meeting or a membership committee meeting.

If your club has ideas that can't be achieved without support, consider looking for sponsors or partners. Take a look the **Developing community partnerships** tool for ideas about how to get started. If your members are learning about additional ways the club might help the community, see the tool **Rediscovering your community** for more information about one way to do this.



Measuring member satisfaction

Objective: To gather information to help the club better serve its members the club can better serve its members.

Purpose: To clarify what members expect from Kiwanis service by surveying and tracking benchmarks linked to club success.

Goals: To improve the club experience based on members' input

Audience: Board members, with club members' participation where designated

The member experience is an important factor in determining the health and strength of a club. Members want to love every aspect of their club. They want to feel satisfied with the value that they get from contributing time, talent and money. This tool is designed to help you gain member feedback and use it to make any needed improvements.

Begin the conversation using one of these options:

- **Interview members individually.** This method works well when trust among the group is strong and members feel comfortable about speaking honestly about their opinions. Give members the opportunity to speak candidly about their experience. Get to know what they are looking for in their future with Kiwanis. You might ask: What drives them to serve? What expectations do they have? How do they feel about being part of the club? What do they think of the meetings and opportunities for service? What type of impact do they feel the club could have in the community?
- **Use a member satisfaction survey.** This method allows everyone to have a voice--and if offered anonymously, to speak as honestly as possible. Adapt the following survey to obtain a general picture of how members feel about topics ranging from club administration to community service impact. Also include opportunities to provide feedback. You could distribute the following survey as a printed copy or collect electronic responses using an online survey provider.
- **Conduct an open forum.** This method may allow for more interactive discussion, if an unbiased facilitator can guide the reflections. However, some members may not feel comfortable speaking in this type of an environment. Generate discussion by prompting members with open-ended questions similar to the statements in the survey on the following page.
- **Conduct a visual assessment.** Tape up categories such as club administration, service impact, membership strength and member experience on a wall. Underneath them, invite members to place sticky notes with comments about things they enjoy and things they want to change. Then read each of them aloud for the benefit of the group and discuss how the feedback can be incorporated into the club's activities.

Member satisfaction survey

This survey will help club leaders evaluate how effectively the club is meeting your expectations. Information gathered from it can help improve club operations, increasing the club's service impact and visibility in the community.

What do you enjoy most about being a member of our club?

What is our club's greatest strength?

If you could change one thing about our club, what would it be? Why?

Rate the following statements about our club's operations using this scale:

0 = Strongly disagree 1 = Disagree 2 = Neither agree nor disagree 3 = Agree 4 = Strongly Agree

Club management/administration

- _____ I am satisfied with my overall experience as a member.
- _____ Our club members and leaders work well together as a team.
- _____ Our club has a clear purpose that guides our goals and accomplishments.
- _____ I can articulate clearly and concisely the impact our club has in the community.
- _____ Our club meets at a time and location that fits my schedule.
- _____ The cost of membership is reasonable and provides value to me.

Total for this section:

Would you like to comment on any of your ratings? What ideas do you have for improvement?

Membership strength

- _____ Our club is just the right size for the impact we want to make.
- _____ I feel comfortable asking colleagues and acquaintances to visit and join our club.
- _____ I am inspired by how many opportunities our club offers to create an impact in our community.
- _____ Guests are warmly welcomed and introduced at club events.
- _____ Our club offers a variety of activities and opportunities to attract prospective members to join our club.

Total for this section:

Would you like to comment on any of your ratings? What ideas do you have for improvement?

Community service impact

- _____ Our club's service projects are worthwhile, rewarding and impactful.
- _____ Our club's presence is visible and viewed as a major asset in our community.
- _____ I am proud to be associated with the impact that our projects make.
- _____ There is sufficient member interest in most of our projects.
- _____ There is sufficient community need for most of our projects.
- _____ Our club generates sufficient money to fund current and potential service projects.
- _____ Our club's fundraisers provide adequate revenue.
- _____ The amount of revenue obtained from our fundraisers is reasonable when compared to the amount of time spent.
- _____ Our club is a hands-on, service-oriented club whose members are willing to participate.
- _____ Our club is an important advocate for children in our community.

Total for this section:

Would you like to comment on any of your ratings? What ideas do you have for improvement?

Member experience

_____ My opinion about service, fundraising and administration is valued.

_____ Our club meetings and events are enjoyable and fun.

_____ Club members are properly recognized for their efforts.

_____ Every club member is invited to use their talents on at least one committee.

_____ Our club takes appropriate time to celebrate and recognize club and member achievements.

Total for this section:

Would you like to comment on any of your ratings? What ideas do you have for improvement?

Total for all sections:

Evaluate the results

Identifying what your club needs to start, continue and stop doing during the coming year can help you develop and refine goals. Average out the results of your surveys to determine where your club falls, then share the findings with your members via email or through a presentation at a meeting.

Is the club score 99 or more?

Congratulations! The overall club experience is a great representation of how your club impacts your community and your members. Celebrate your success and think about how those successes can inspire opportunities for improvement. What are you doing well? How might those qualities bridge the gap between your club's strengths and opportunities for improvement?

Is the club score between 75 and 99?

Good work! Build on the momentum of your club's current strengths. Not sure where to start? Look at your club events. A guest's first impressions mean everything. If the experience isn't a good use of visitors' time, they may think twice before returning. Review the areas with answers averaging 0, 1 or 2 and brainstorm about how to implement change.

Is the club score less than 75?

Thank you for your honesty. The first step toward making a change is acknowledging that change is necessary. Where do you start? Before actively inviting potential members, discuss how to make the experience members have more meaningful.

Search for solutions

- **Club management/administration:** Visit www.kiwanisone.org/leadertools for resources that will help club officers lead and counsel the club to become stronger and more service-oriented.
- **Membership strength:** Visit www.kiwanis.org/theformula for resources that will help you invite new members and improve your club.
- **Community service impact:**
 - Take a look at another tool for improvement, called **Analyzing your impact**. It will help you think about how to improve your service and fundraising opportunities.
 - Explore issues of Kiwanis magazine at www.kiwanis.org/magazine to browse ideas for service projects that other clubs have implemented.
 - Talk to your community. Examine the tool called **Rediscovering your community**. Interviewing members of your community can help the club understand what needs exist and how community leaders believe Kiwanis could support them. This may also uncover opportunities for new partnerships or sponsorships. For help thinking about organizations your club could partner with, see the **Developing community partnerships** tool.
- **Member experience:** How often do you thank or recognize your members for a job well done? Read up on more ways to celebrate success by downloading the **Celebrating success** tool.



Rediscovering your community

Objective: To find out how the club can better serve its community

Purpose: To clarify what the community needs and how your Kiwanis club can help

Goals: To gain information that will help the club assess the potential for new partnerships, sponsorships and service projects

Audience: Membership committee, with participation where designated from club members

Community surveys help clubs gather data about what the community needs from people who care. They also help to identify how the club might partner with others to address those needs and strengthen relationships with community leaders.

A step-by-step process

This tool is designed to systematically lead you through a survey process designed to reveal information about your club's service impact, partnership opportunities and possibilities for expansion. Schedule this survey annually—or any time the club has experienced significant changes in membership demographics or service interests.

Step 1: Create contact lists

Brainstorm to identify community members who could provide the most useful information. Consider these people:

- Club partners
- Members of other groups with which the club already has a relationship
- Community leaders
- Government officials
- Public safety officials
- School administrators
- Service Leadership Program faculty advisors and students
- Chamber of commerce leaders
- Librarians
- Members of the local media
- Hospital directors
- Members of faith-based organizations
- Key business owners
- Representatives of other organizations serving children (e.g., Boys & Girls Clubs)
- Residents or commuters (to gauge community needs in an impromptu interview)

Step 2: Identify team members

- Choose a partner or put together small teams for conducting interviews. Going in pairs can make the interview more comfortable, but also ensure detailed notes are taken.
- Keep impromptu interviews between five and 10 minutes, and scheduled ones under 30. Before conducting an interview, introduce yourself, your club and the purpose of the interview. Let them know that all questions are optional and they can take as much time as they wish to answer.

Step 3: Schedule and conduct interviews

Determine which team members will contact which people/groups--and the time frame in which interviews should be completed. How you conduct the interviews may take a number of forms. You could ask questions by email, over the phone or in person. When it's over, ask for, but also offer, contact information so that you can follow up.

Whatever you choose, be prepared. Anticipate how the interview should go, and keep it focused. Capture their responses in one place, whether it's in a notepad or on a voice recorder, tablet or laptop.

Below are some sample scripts and questions to guide you.

Introducing yourself:

Hello, my name is _____, and I belong to the _____ Kiwanis Club. It's good to meet you. Our club is very active in the community. We do projects like _____, but we want to see whether there are needs that we don't know about. To do this, we are trying to gather opinions about what's good about our community, as well as how it could be improved. Would you have five minutes to give me your opinion?

Great! Don't feel like you have to answer every question, and take as much or as little time as you need to answer.

Potential questions:

- What do you think our community does well? What do you like best about the community?
- What would make our community a better place to live, work and play?
- What are some unmet needs of our community? What things should we be most concerned about as a community?
- Which organizations or groups do you feel like are working to make our community better? Which are helping to improve children's lives?
- What is your "wish list" for our community?
- On a scale of one to five with one being the lowest, how involved with the community would you say you've been in the last three years?
- How do you see yourself getting involved in improving the community?
- What do you feel are the greatest barriers to community involvement for you personally (if applicable) or for our community members?
- What do you feel would get people excited about volunteering in the community?
- Who do you feel are the most respected and influential people in our community?
- Who else would you recommend that we talk to about what we can do to help the community?
- Do you have any short-term needs that our club can assist with?
- Are there any long-term needs that you need community assistance or support with?
- What, if anything, is currently being done to address those needs?

- Do you have any questions, comments or final thoughts?

In closing: Be sure to offer a Kiwanis business card!

Thank you, _____, for your time. We really appreciate it. I'd like to exchange contact information so that I can follow up with you about [anything interesting or left unanswered]. If you think of anything, any need that we may have in the community that we didn't talk about, please call me. Our club meets _____. We'd love for you to join us so we can fill you in on the ways Kiwanis is already active in the _____ area.

Follow-up notes

Community events that club members need to attend:

Media and marketing ideas:

Fundraising ideas:

Other people and/or organizations to contact:

Step 4: Debrief and reflect

Collecting the opinions and needs of community leaders does little good if they aren't put to use.

After completing community surveys, make time for a debriefing session. Collect the input from the interviews and discuss ideas for potential new service projects or fundraisers, partnerships or sponsorships, and even potential new members at a membership committee meeting. Questions to keep in mind:

Was any information obtained suggesting need(s) for club action?

Does the club have the interest and financial means to pursue new projects? (Take a look at **Analyzing your impact** for a few ideas on how to weigh the costs and benefits of potential and current projects.)

Was there feedback about past Kiwanis service that should be addressed?

How might the club contribute to resolving frequently noted community concerns?

Are there people or organizations with whom you might create relationships? (Take a look at the tool **Developing community partnerships** for additional ideas about how to cultivate sponsorships and partnerships.)

If you find that some of the issues warrant further discussion between community leaders and organizations, consider hosting a community forum bringing together a cross-section of influencers. Develop open-ended questions from the areas of concern identified during the community surveying. For example, “How can we engage our children in community improvement?” or “What do you believe is the top issue concerning our youth?”

DREAM BIG!

Based on the needs and the ideas you’ve generated, think about this:
If you could give your community anything, what would it be? What would that service project look like? Is this the “signature service project” in which your club is currently engaged?
If “Yes!” — Can you make it even better? If “No,” what steps can your club take now to see your new signature service project come to fruition by this time next year?



ACHIEVING CLUB EXCELLENCE

A formula for healthy Kiwanis clubs

Developing community partnerships

Objective: To examine how to increase or expand your club's partnerships and sponsorships

Purpose: To clarify what the community needs from Kiwanis and determine whether partnerships or sponsorships could help the club in addressing these needs.

Goals: To determine who the club might collaborate with, financially or otherwise, to make your impact bigger and better.

Audience: Board members, with participation where designated from club member

Does your club take advantage of partnering with others around the community? Developing relationships with others can make your club more connected, relevant and vibrant. Clubs that are connected have more opportunities.

Here's how your club can start thinking about connecting with more agencies, organizations and businesses:

1. Use research and members' networks to develop a list of groups that your club might collaborate with. Discuss whether each group is a potential sponsor or partner (or both). Sponsors give cash or in-kind materials or services in exchange for positive public exposure. In a partnership, both of you benefit from supporting each other's activities with the resources each has available. Consider these questions:

Based on your current club projects and target populations, who might you approach to ask about partnering with the club?

Which organizations could the club approach for sponsorships? Look for like-minded businesses that already sponsor social, educational or youth-oriented programs.

For more information about how to develop a solid sponsor for your club, take a look at our [sponsorship toolkit](#).

Are there ways to improve the sponsorships and/or partnerships you already have?

Coexist	Relationships	Partnerships/sponsorship
Organizations that are present in the community with whom a relationship might be beneficial	Organizations the club has any kind of relationship with	Organizations with partnership or sponsorship potential (based on community survey results)

2. Conduct a community survey to determine where new relationships could be established and what needs your club can fill. Take a look at the **Rediscovering your community** tool to learn how to get started.



ACHIEVING CLUB EXCELLENCE

A formula for healthy Kiwanis clubs

Analyzing your impact

Objective: To analyze the level of success for club's activities, particularly the service projects and fundraisers

Goals: To improve the impact your club makes in the community

Purpose: To reflect on the costs versus the benefits of service projects and fundraisers and determine improvements needed.

Audience: Board and club members

Kiwanians serve to make an impact in communities around the world. But how do you know when you've made a difference? Do you count the number of smiles that graced the faces of the recipients? Do you tally the number of trauma dolls distributed? This tool will help you assess and prioritize how your time and resources are best spent on community needs.

Find the right fit: Analyze your service

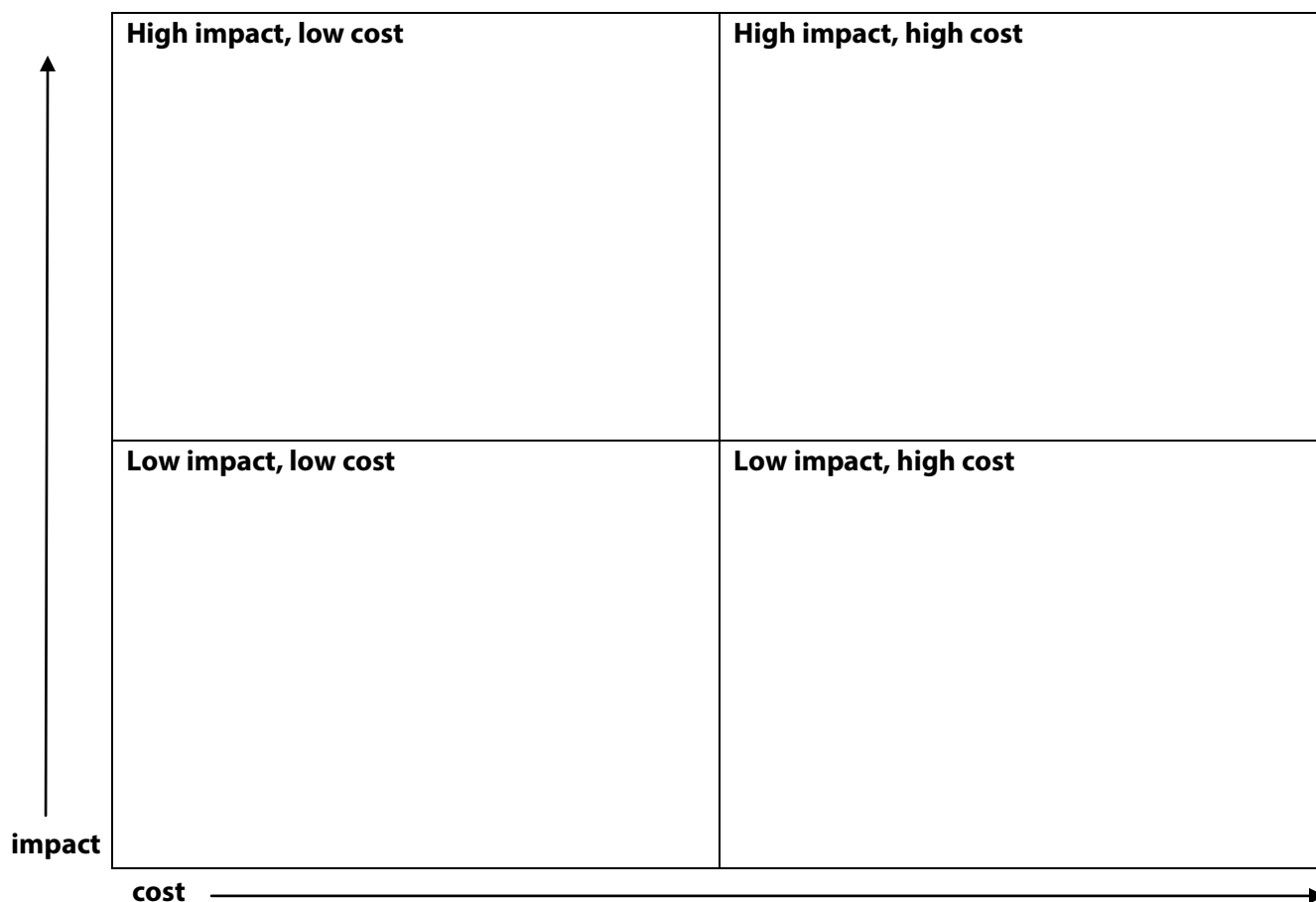
How do you know if the service project you have in mind is relevant to the community? Use this chart to help organize your thoughts.

	Cost:			Impact:		
Project (current and potential)	Financial	Time (in hours)	Member interest (1-5)	Estimated # of lives impacted	Long vs. short	Visibility for club (1-5)

Here are some questions worth considering when evaluating a potential or current project:

- What community needs are unfilled? What role do community leaders envision the Kiwanis club playing? (If you haven't done so already, see the resources **Rediscovering your community** and **Developing community partnerships** for information about how to conduct community surveys.)
- What does the club consider its niche in the community? Could this project fit that niche—and if so, how?
- How many lives does/could this project touch? Is the change you could make in their lives significant or empowering?
- Is there member interest in the project? Is involvement with a project like this something members are proud to be part of? How many members are/would be involved? How much of their time does it require?
- How much visibility could/does the club receive in undertaking this project?
- Is there potential for establishing partnerships or sponsorships with other organizations or agencies?
- How much does this project cost the club? Is the cost worthwhile when compared to the visibility gained and impact made?
- Would the project be more successful if the club had more members?

One way to visualize your options at a glance, prioritize your projects and share the results with club members might be with this matrix.



Funding the right fit: Analyze your fundraising

Most projects require funds. That means fundraising activities are in order. Use this chart to weigh the costs against the returns of potential and current fundraisers.

Fundraiser (current and potential)	Member interest (1-5)	Time spent (in hours)	Est. # of lives impacted	Visibility for club (1-5)	Total costs	Gross income	Net profit/loss

Here are some questions to help you decide which fundraisers to pursue:

- Does this effort support or promote our mission?
- Does this activity provide adequate revenue for projects?
- Does it provide significant revenue based on the number of volunteer hours invested?
- How else might the amount of revenue gained be increased?
- What is the potential for expanding the fundraiser?
- Are there partnership or sponsorship opportunities?
- How visible is the fundraiser? How much of the community does and could it reasonably involve?
- Does the visibility generate interest in our club and its activities and potential members?
- Does or could the club get media visibility before, during and after the event?
- Does this activity educate the public about our mission?
- Would the fundraiser be more successful if the club had more members?

If your club needs some inspiring ideas for fundraising, check out the service and fundraising ideas in the Resource section of The Eliminate Project website (www.theeliminateproject.org).

Creating club change

Member participation depends on the value members receive and the enjoyment they take from club activities. Excellent Kiwanis clubs combine a unique blend of quality membership experiences with meaningful, relevant service.

Ensure that your club's formula for future success involves an assessment of projects. Provide members the results of the service and fundraising analyses conducted above (possibly also the member satisfaction survey and community analysis), so they get a full picture of the overall findings.

Consider the following questions with your members to determine what changes in club operations they are willing to make based on that information and help everyone come to decisions accordingly. Club leaders can use the results of this exercise to develop goals in the club excellence plan, confident they have buy-in from all members.

How you begin a conversation could take many forms.

- Interview members individually.
- Use a member satisfaction survey. (See the example in the tool **Measuring member satisfaction**.) Online survey platforms like Survey Monkey enable you to make the surveys more anonymous.
- Conduct an open forum at a club meeting.
- Conduct a visual assessment in which observations and thoughts are compiled on a chart like the following or written on sticky notes according to categories or questions.

What works	Let's stop	Let's start

Here are questions that may help you in considering possible changes and improvements:

- What are we doing now that works well? Can it be improved upon?
- What should we stop doing? Why?
- What should we start doing? Why?
- What steps does the club need to take to be able to accomplish these changes?



ACHIEVING CLUB EXCELLENCE

A formula for healthy Kiwanis clubs

Planning for club excellence

Objective: To fulfill your club's purpose and actions in the community

Purpose: To create a detailed plan with action steps, responsibilities and timelines

Goals: To clarify club objectives based on member interests and resources and community needs, as well as to measure success

Audience: Club members

Successful clubs have goals—and a plan to achieve them. Give focus to your vision of club excellence by aligning it with your annual goals. Try establishing SMART goals: **S**pecific, **M**easurable, **A**ction-oriented, **R**ealistic and **T**ime-bound.

Specific: What exactly does your committee want to achieve? Answer the questions which, what, who, where, when or why.

Measurable: Tracking progress keeps people motivated. Address how much or how many.

Action-oriented: Describe a result.

Realistic: Make the objective challenging but also achievable and relevant to your club. It's okay to be optimistic.

Time-bound: Include a time limit. Deadlines inspire action.

For example, don't just say: "Increase the number of service hours provided to the community." Say: "Increase the number of service hours provided to the community by 10% by September 30."

Time to act.

List some ideas for goals. Evaluate your ideas according to the level of confidence leaders have in completing the goal. Then prioritize the goals using the letters A, B and C, with A being the most important.

Tip: To avoid distractions, focus on no more than three goals.

What is a SMART goal you would like to achieve?

Goal 1: Priority: _____ Level of confidence: _____

☐ Specific? ☐ Measurable ☐ Action-oriented? ☐ Realistic? ☐ Time-bound?

Milestones to celebrate: _____

Goal 2: Priority: _____ Level of confidence: _____

☐ Specific? ☐ Measurable ☐ Action-oriented? ☐ Realistic? ☐ Time-bound?

Milestones to celebrate: _____

Goal 3: Priority: _____ Level of confidence: _____

☐ Specific? ☐ Measurable ☐ Action-oriented? ☐ Realistic? ☐ Time-bound?

Milestones to celebrate: _____

Once the goals are established, determining milestones for measuring progress can help keep morale up. Tracking progress publicly encourages ownership of the goal and gives you the opportunity to recognize individuals who contribute to club success.

Keep the goals visible to club leaders and members at all times.

What do you need to achieve these goals?

Tip: For best practices for your committees, see <http://www.kiwanisone.org/leadertools>.

- If a sponsor or partner would provide additional marketing or financial assistance to help your club achieve one of its goals, take a look at the **Developing community partnerships** tool.
- If one or more of the goals involves fundraising, consider the tips in **Analyzing your impact**.

You might use the following organizational system to hold various members of the club accountable.

Determine how to achieve each goal you set, then assign each task to a club member who will make sure it happens.

Goal: _____

Committee: _____

Action: _____

Target date: _____

People responsible: _____

Goal: _____

Committee: _____

Action: _____

Target date: _____

People responsible: _____

Goal: _____

Committee: _____

Action: _____

Target date: _____

People responsible: _____

Goal: _____

Committee: _____

Action: _____

Target date: _____

People responsible: _____



ACHIEVING CLUB EXCELLENCE

A formula for healthy Kiwanis clubs

Club scorecard

Objective: To measure the progress and effectiveness of your club's community activities.

Purpose: To survey and track benchmarks linked to club success.

Goals: To use the feedback about club activities and administration to improve the club.

Audience: Board members

Club success depends on being attuned to community needs and member interests, as well as attention to administrative tasks, strategic planning and making a plan to continually invite others. Tracking key indicators of the club's performance will help you stay focused on your desired results and allow you to see where you might have to make some adjustments.

Periodic assessment and reflection on these indicators will help the club evaluate its ability to meet the needs identified in the community.

Find these totals on the club's online monthly reports:

- Membership totals
- Membership trends
- Service hours
- Fundraising totals

Other useful information to track and periodically review:

Club management/administration:

- **Club Leadership Education:** Has the club president, secretary or membership committee completed Club Leadership Education either online or in-person (denoted on www.kiwanisone.org/cle)?
- **Other leadership training:** Were the club's committee chairmen, treasurer and board members trained prior to their year of service?
- **Strategic planning:** Did the board of directors establish or revise a strategic plan?
- **Financial review:** Was an annual financial review conducted by the treasurer and other members of the finance committee or an independent firm (if appointed)?
- **Election reporting:** Did the club secretary complete and submit a club election report?
- **Annual reporting:** Did the club secretary complete and submit the club's annual report?
- **Dues payments:** Did the club treasurer remit the members' dues payments in a timely manner to Kiwanis International and the club's respective district?
- **District convention delegates:** Did the club send two delegates to district convention to vote in the House of Delegates?

- **Kiwanis International convention delegates:** Did the club send two delegates to the Kiwanis International convention to vote in the House of Delegates?
- **Succession plans:** Does the club have a plan for successive club leadership, particularly for presidents?
- **District and Kiwanis International leadership:** Are any club members participating in leadership positions above the club level, namely Kiwanis International or district offices or chairmanships?

Membership strength:

- **Added/deleted members:** How many members did the club add or lose during the course of the year?
- **Prospective members:** How many potential members visited club events to learn more about Kiwanis?
- **Diversity:** What are the demographics of your club in both age and gender?
- **Service by non-Kiwanians:** How many service hours did non-members donated to the club's projects?
- **Retention:** What percentage of members started and finished the year with the club?
- **Sponsor a new club:** Did the club help spread Kiwanis' mission to other communities by sponsoring another club?

Community service impact:

- **Visibility:** How often is the club mentioned in the local news and via social media?
- **Recognition:** How often are the club's partners recognized via media, awards or celebrations?
- **Connections:** How many members are connected to the community through active participation on community or partner boards?
- **Total service hours:** Is the number of overall service hours committed by the club increasing or decreasing?
- **Service hours per member:** What is the number of overall service hours committed by the club divided by the number of members?
- **Fundraising money earned:** How much money is raised by each fundraiser?
- **Fundraising money spent:** Are the current fundraisers lucrative enough to sustain the club's service projects?

Member experience:

- **Event attendance:** What percentage of members attended events (including service projects, fundraisers, special events and regular meetings)?
- **Educational attendance:** What percentage of members attended educational events such as divisional council meetings, district convention, the Kiwanis International convention or other district or divisional events?
- **Distinguished members:** How many members meet the distinguished-member requirements? (Check www.Kiwanis.org/KiwanisOne for the current criteria)
- **Joint events:** How many joint events has the club has conducted with community partners and sponsored Service Leadership Program clubs?
- **Celebrating milestones:** Is the club celebrating the progress on its goals at milestones?

Here's one way you might keep track of these statistics. The columns are divided into quarters of the Kiwanis year.

Club management/administration

Average member satisfaction survey score: _____

	Oct. 1	Dec. 31	Mar. 31	June	Sept.	Target
Club Leadership Education completed?						
President						
Secretary						
Treasurer						
Board of directors						
Committee chairmen						
Other leadership training completed _____						
Strategic plan revised						
Financial review conducted						
Election reporting						
Annual report submitted						
Dues payments completed						
District convention delegates						
Kiwanis International convention delegates						
Succession plans						
District and Kiwanis International leadership _____						

Membership strength

Average member satisfaction survey score: _____

	Oct. 1	Dec.	Mar.	June	Sept.	Goal
Number of total members						
Number of added members/lost members						
Percentage of members retained						
Number of prospective member visits						
Club diversity (age and gender)						
Service hours donated by non-Kiwanians						
Sponsor a new club						

Do these statistics make you wonder about how your club's members feel about their experience? Consider one of the survey methods described in the **Measuring member satisfaction** tool to learn more.

Community service impact

Average member satisfaction survey score: _____

	Oct. 1	Dec.	Mar.	June	Sept.	Goal
Visibility of club in newspapers						
Frequency of partner recognition						
Member connections to other boards						
Total service hours						
Service hours/member						
Fundraising money earned						
Fundraising money spent						

Do these statistics make you wonder how your club could make an even bigger difference? Check out the **Analyzing your impact** tool for more ideas.

Member experience

Average member satisfaction survey score: _____

	Oct. 1	Dec.	Mar.	June	Sept.	Goal
Percentage of members attending events						
Percentage of members attending educational events						
Distinguished members						
Number of joint events with community						
Celebrating milestones						

What do these statistics tell you about your club?



Hosting a membership drive

Objective: To increase the club's capacity to serve its community

Purpose: To gain step-by-step guidance and strategies to increase membership

Goals: To create a culture of ongoing inviting

Audience: Membership committee, with club members' participation where designated

When your members love their club, they'll want to share that experience and invite others to be part of it.

One organized way of inviting members is holding a membership event. A membership event is an opportunity to showcase your club to your community, and focus the club's efforts on inviting potential members to an event planned just for them. These three simple steps will help your club increase its exposure and membership strength this year.

Step 1: Prepare

Two months before: Choose your team

Surround yourself with people who are committed to making the club bigger and better. Then seek approval from your club's board of directors to conduct and fund a membership event. (Costs could include postage, printing programs and food and beverages.)

Appoint individuals to take on these tasks:

- **Project lead:** Coordinates the entire program, orients the team members to their responsibilities and monitors their progress
- **Attendance:** Develops the prospect list, arranges for printing and mailing of the invitations and ensures the attendance of members and guests.
- **Venue:** Establishes the meeting time, place and physical setup, including name tags and applications, and identifies greeters.
- **Program:** Arranges speakers and sets the agenda
- **Public relations:** Writes press releases and promotes the event in the community
- **Follow up:** Touches base with everyone invited after the event to answer questions and assess their interest in joining

Team members:

Project lead: _____

Venue: _____

Attendance: _____

Program: _____

Follow up: _____

Public relations: _____

Greeter: _____

Greeter: _____

Two months before: Create handouts and purchase supplies

How many materials do you need? Let's answer that question with another question: How many guests would you like to have? If you distribute at least 50 invitations, you may get as many as 15 to 20 guests attending your meeting.

- Order copies of the **Join the club** brochure from the Kiwanis Family Store. This free resource includes a membership application. Contact the store at +1-317-875-8755 ext. 411 or [order online](#).
- Develop a brochure or handout describing your club's activities. Use our templates or branding guidelines, available at www.kiwanis.org/clubbrochure.
- Purchase envelopes, stamps and pens for sending your invitations. We've created a customizable invitation that can be downloaded from www.kiwanis.org/allin and mailed or emailed to guests.

Six weeks before: Plan your event

- **Pick a date and time.** Try to avoid competing with other high traffic community events or placing it too close to other club activities. Your club's normal meeting day and time is ideal.
- **Pick a venue.** Your normal meeting place should serve you well unless it's too small to accommodate the expected influx of people. You can also think about other places like community gardens or restaurants that would allow your club to showcase what you do and project the image you want your guests to leave with.
- **Pick a theme.** Think of something catchy and exciting. This year's is easy: Focus on Kiwanis' 100th anniversary and all your club will do to serve your community to welcome a new century of service.
- **Plan your agenda.** Consider the following agenda as you prepare your own.
 1. **Welcome (5 minutes):** Make introductions and give an overview of the event. Ask members and guests to state their name and profession if appropriate.
 2. **Introduce your club and Kiwanis (20 minutes):** Ask a dynamic speaker in your club to share about your club, its cause and the scope of the community it serves. You may also choose to play a video that will help your guests understand the impact that Kiwanis has on the lives of those who serve and are served through Kiwanis, such as the mini-documentary "[A portrait of Kiwanis](#)".

Showcase your club

Think outside the box. Tell your club's story with a showcase exhibition. Here are a few ideas:

Photos. Select 10 to 15 photos (depending on the size of the location and the crowd you are expecting). Include service projects, fundraisers and fellowship moments. Enlarge the photos for more impact, and consider adding captions or descriptions to go with the photos. Choose action photos instead of static "grip and grin" shots.

Key items. Display items that tell the story of your club. For example, include a T-shirt from a recent walk-a-thon, an invitation to a fundraiser or a certificate from the mayor expressing thanks for your club's contribution.

PowerPoint. Prepare a PowerPoint presentation of your club's best photos that could loop before the event or during a social time.

There's no limit. The items in your club showcase exhibition will tell your club's story in a unique way. They will serve as conversation starters, so make sure club members are ready to share Kiwanis stories.

- 3. Share your club's impact (5 minutes):** Ask a dynamic speaker in your club to talk about your club's impact in the community. You may wish to ask members of your own club to explain what Kiwanis means to them in one word, as the members in the video do.
- 4. Club plans (3 minutes):** Ask the club president to talk about your club's upcoming projects and goals.
- 5. New-member perspective (3 minutes):** Ask a new member to give his or her perspective about the club.
- 6. Selling the Kiwanis experience (5 minutes):** Leave the final word to your club's best salesperson, someone who can make a case that leaves guests happy to fill out an application and join the club. You may wish to say something like:

"Today, we are inviting you to be part of Kiwanis. You've heard our members—Kiwanis means [repeat the words stated earlier]. You've heard the difference we are making in this community. We want you to be part of this. All you need to do is fill in and the application at your table. Our members are available to answer any questions you may have."

- 7. Social time.** Allow members and guests to mingle, ask and answer questions and follow up with guests who complete a membership application.

Event information:

Date: _____ Time: _____ Location: _____

Step 2: Invite

A month before: Develop a prospect list

To get ideas for who to invite, check out the chamber of commerce list of businesses or conduct a roster analysis. However, the people most likely to join are those your members know well, such as:

- Friends
- Co-workers
- Clients
- Neighbors
- Family members
- Business professionals
- Other community leaders
- Church members

You'll need each prospect's full name, address, email address and phone number. Consider offering a prize to the member who can provide contact information for the most prospects. A good rule of thumb is to aim for at least 50 names—generally only a third of those you invite will attend, and not every person who attends will join.

Three weeks before: Mail out the invitation

Mail or email a nice invitation or postcard to each prospect, including details about your club's membership event.

One or two weeks before: Extend personal invitations

After the letters have been sent out, divide up the list of invitees so that members can follow up with each person to extend a personal invitation (referencing their referral) and answer any questions. Keep record of any follow-up communications. Ask the member who made the referral to make reminder phone calls to each attendee a day or two before the event.

On the big day

- **Focus on hospitality.** The purpose of the meeting is to inspire guests to join with you in your quest to improve the world one child and one community at a time.
- **Welcome!** Position sociable and outgoing greeters at the door to thank everyone for coming and collect their contact information.
- **Print name tags.** Aid conversation with name tags that include guests' organization name. Distinguish their name tags from those of members to help them discern who can answer questions.
- **Practice makes perfect.** Train members how to share the Kiwanis message and address concerns or questions.
- **Be prepared.** Set each guest's place with an ink pen, a **Join the club** brochure with application, and a club brochure.
- **Keep it positive.** Leave club business for another meeting, and remind members of the importance of first impressions.

Step 3: Follow up

One week later: Touch base

Within a week, touch base with every guest by phone, email or a [personalized card](#) to thank them for attending. Do the same for everyone who said they'd come but didn't, inviting them to the next event. Don't forget: the best person to invite a new member is a new member.

One month later: Welcome new members

- **Plan a new-member orientation:** New-member orientation helps new members understand what a great organization and club they're committing to. Download the one-hour program from www.kiwanis.org/theformula and personalize it to reflect the club's activities.
- **Install the new members.** Focus the meeting on the new members' installation with a sincere welcome to your club and an emphasis on getting to know the new members. It's a once-in-a-lifetime experience—why not treat it that way.
- **Assign mentors.** A mentor is often a stabilizing force, who serves as a familiar face and can encourage the new member to learn about the club, meet others and get involved with projects. Find a member—maybe the sponsoring member—who will take a special interest in helping the new member stay connected, especially in the first few months.

Don't forget: Plan your next event

Now that you have refined the process, you can start planning the next membership event.

- Establish a timeframe for your next event
- Add to your ongoing prospect list the names of those who said, "Maybe later" or who were out of town.
- Consider making your Service Leadership Program club(s)—or the need to establish one—the focus of your meeting. Include parents, teachers, and school administration in your list of prospects.

For a host of membership resources, visit <http://www.kiwanis.org/theformula>. If you still have questions, call 1-800-KIWANIS and ask for your district's regional development strategist.



ACHIEVING CLUB EXCELLENCE

A formula for healthy Kiwanis clubs

Celebrating success

Objective: To foster pride and encourage future action between community organizations and members

Goals: To make sponsors, partners and Kiwanians feel valued and appreciated

Purpose: To get ideas about when and how to recognize members' contributions and behaviors

Audience: Entire club

People get involved when they know they're doing something meaningful. They stay involved when their efforts are recognized. And what gets recognized gets repeated.

Celebrate your members

If your club doesn't have an annual celebration, consider planning a formal or social event that is filled with fun, fellowship and recognition.

However, there's no need to wait until the end of the year to recognize a job well done. Recognition is most effective when it is frequent and immediate. Make sure to consider the person being recognized when you show your appreciation. You may, for instance, choose to extend verbal praise (publicly and privately), give a note and small gift, smile and say thank you as often as possible or even plan a social get-together.

Recognize your community partners

Many of the successes in your Kiwanis club are the result of the relationships and partnerships your club has developed to support large-scale projects. Without this support, the impact and scope of these projects would be diminished.

Acknowledge your club's partners and sponsors to:

- Inspire others to become involved.
- Build community support for future initiatives.
- Emphasize community service.
- Offer opportunities to highlight community issues.
- Demonstrate that one person can be an effective agent for change.
- Make those engaged in community service feel that they and their work are valued.
- Provide examples for the rest of the community.

Consider recognizing a partner or sponsor in any of these situations:

- **The achievement of a goal in which sponsors or partners played a significant role:** The goal may be an endpoint or a major milestone leading to the successful completion of a project or initiative.

- **A club event specifically to honor collaborators and partners:** Say thank you at a club meeting, a special dinner or another type of recognition event.
- **Special occasions:** These often provide the perfect vehicle for showcasing the hard work and dedication of community partners. Global observances such as Earth Day, Universal Children's Day and Mandela Day present opportunities to praise those who work on the issues they represent.

Specific ways to honor sponsors and/or partners include:

- Publicly thank them, perhaps with a gift, donation or award, at a club event, community meeting or even in a radio or TV interview
- Mention or highlight them on your website and/or event posters
- Write a press release or article, and/or invite the press to an event
- Present a gift or award at a public event
- Host a party in their honor
- Present "community hero" awards
- Make a donation in the person or organization's name to a local project
- Honor them with a one year dues-paid membership to your club



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