The Business case of the Kiwanis I-Plan

Proposals to ensure financial viability and responsible stewardship
The Kiwanis I-Plan

- **Strategic Plan for Kiwanis**
- **Four Priority Areas:**
  - INSPIRE - To build, retain and support a growing Kiwanis membership network
  - IMPACT - To perform meaningful service, with service to children as our priority
  - IMAGE - Enhance the Kiwanis image and brand worldwide
  - INVEST - Ensure financial viability and responsible stewardship
Challenges facing Kiwanis

- Complicated dues and fees structure
- No ability to adjust dues
- District assets management
- 1200 Kiwanis foundations
- 79% of revenue is from dues and fees
- International currency fluctuations
Solutions

- Create new, non-dues revenue streams
- Leverage intellectual property opportunities
- Develop new business units
- Deliver new affinity programs for our members
- Strengthen all Kiwanis foundations
- Strengthen district financial management
- Give Board the ability to make minor adjustments in dues and fees
Amendment #2

- Modernizes the Bylaws provision
- Addresses subsidiaries and affiliates
- Addresses intellectual property
ARTICLE III. POWERS

Section 1. The powers of Kiwanis International shall be:

a. To direct, manage, supervise, and control the business, property, and funds of Kiwanis International and any sponsored organizations or programs. The property of Kiwanis International under these Bylaws shall include, but is not limited to, Kiwanis International’s intellectual property, in both tangible and intangible forms of expression.

b. To create, supervise, and control clubs, districts, federations, or other groups of clubs and divisions thereof (affiliates).

c. To approve the formation and bylaws of, and documents to be filed with government agencies by, foundations, charitable organizations, or any other legal entities of Kiwanis International (subsidiaries).

d. To determine the appropriate use of Kiwanis International’s intellectual property, including use by affiliates and subsidiaries, and to establish guidelines for such use.
Amendment #3

- Changes focus from one single federation (Europe) to multiple affiliates and subsidiaries
- Provides structure to affiliates and subsidiaries
- Brings Kiwanis Asia-Pacific into Bylaws compliance
- Allows the Board authority to adjust dues downward for adverse economic conditions
- Gives Board permission to grant license
ARTICLE X. AFFILIATES AND SUBSIDIARIES

Section 1. The legal structure and operations of each entity shall be described and defined in its bylaws. Any bylaw provisions adopted or amended shall only be effective upon ratification of the Kiwanis International Board.

Section 2. The sole member of any subsidiary shall be Kiwanis International. If the leadership structure of a subsidiary includes a board, it shall be led by a chairman and shall include at least one member of the Kiwanis International Board or a designee determined by the Kiwanis International Board.

Section 3. Each affiliate and subsidiary must comply with all governmental reporting requirements for finances, taxation, employment and any other areas of operation. Each affiliate and subsidiary shall conduct an annual financial audit performed according to international audit standards and shall report regularly on its financial status, including the annual audit, to the Executive Director and the Kiwanis International Board at such times and including such information as requested by the Board.
ARTICLE X. AFFILIATES AND SUBSIDIARIES - continued

Section 4. The Kiwanis International Board may adjust the amount of Kiwanis International dues and/or fees paid by clubs in affiliates according to currency and economic conditions and may authorize collection and payment by such methods appropriate to the nation(s) involved. Adjusted amounts shall not exceed the per member amounts stipulated in Article XXII of these bylaws.

Section 5. The Kiwanis International Board may grant the right to use the Kiwanis name and marks through license or franchise to any legal entities in order to accomplish the Kiwanis mission and may establish appropriate fees and financial structure for such.
Elevates district treasurer position to "district CFO"

Ensures a financial professional fills the position

Adopts best practices for not-for-profit organizations for this key position
ARTICLE IX. DISTRICTS

Section 6. District officers shall be elected in the following manner, as specifically provided in the district bylaws:

a. The district governor, governor-elect, and vice-governor (if any) shall be elected at the annual district convention.

b. The lieutenant governors and trustees (if any) shall be elected by club delegates from their divisions or regions, respectively, at a meeting called expressly for this purpose, to be held not later than the annual district convention.

c. The district treasurer shall be appointed by the district board after nomination of qualified candidates by a selection committee.

d. The district secretary may be either elected or appointed.

e. No district offices shall be combined in one (1) person.
ARTICLE IX. DISTRICTS

Section 7. Officer terms shall be generally as follows, as specifically provided in the district bylaws, or until said officer’s successor shall be duly elected and qualified. The terms of all district officers shall begin on October 1.

a. Each lieutenant governor shall serve for a term of up to two (2) years.

b. Each district trustee shall serve for a term of up to three (3) years.

c. The district treasurer shall serve a multi-year term of two (2) years or more.

d. All other officers shall serve a term of one (1) year, unless otherwise specified in the district bylaws.
Amendment #5

- Allows the Board the authority to make small adjustments to member dues
- Addresses concerns voiced by delegates at the 2015 convention
- Provides a limit of five years to allow evaluation by delegates at a future date
ARTICLE XXII. REVENUE

Section 1. Subject to Sections 2 and 3 of this Article, each club shall pay annual dues to Kiwanis International for each member, with the exception of those holding life member status, fifty-two dollars (US$52.00). The dues amount may be adjusted by no more than US$2 annually through the 2020-21 administrative year by 2/3 majority vote of the entire Kiwanis International Board of Trustees, provided that dues shall not be increased more than a total of US$5 through 2020-21. Dues shall be based on each club’s annual membership report as of September 30 of each year. They shall be due annually on October 1 and payable by November 30. (6/2015)

Section 2. The Kiwanis International dues shall be charged as follows based on the Gross National Income per capita as reported by the World Bank, rounded-up to the nearest dollar:

- Tier A: Countries with per capita income of US$10,000 or more shall pay 100 percent of the annual dues amount.
- Tier B: Countries with per capita income of US$5,000 to US$9,999 shall pay 65 percent of the annual dues amount.
- Tier C: Countries with per capita income of US$4,999 or less shall pay 44 percent of the annual dues amount.
Summary

- New business development = Value add for Kiwanis membership
- New partnerships = Value add for clubs
- Strengthen club and district foundations
- Strengthen district financial management
- Board has the ability to make minor adjustments in dues and fees (response to adverse economic conditions, natural disasters, inflation)
Questions