ACHIEVING CLUB EXCELLENCE

TOOLS FOR SUCCESS
CREATING THE PURPOSE

Audience: Club members

Every organization must define its purpose — what it does and why it exists. A Kiwanis 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 toward decisions about service and fundraising.

How a club defines its purpose depends on club-specific factors: community needs, available resources and local partnerships.

It also depends on members’ interests. What do you love about your club? How often do you share it with nonmembers — or even with fellow members? And how often do you ask them to share with you?

The prompts and questions on the following pages will 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 our 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?

**Inspiration**

- 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:

• The best way to describe our club to a potential member:

• I love this club because:

• I joined this club because:

• I have invited ____________ like-minded friends to our club meetings and/or service projects.

Expectations

Top five things we expect of a member:
1. __________________________________________________________
2. __________________________________________________________
3. __________________________________________________________
4. __________________________________________________________
5. __________________________________________________________

Top five things a member expects of the club:
1. __________________________________________________________
2. __________________________________________________________
3. __________________________________________________________
4. __________________________________________________________
5. __________________________________________________________
Ways to encourage discussion
Here are three ways you can involve club members in sharing ideas. Write any of the previous questions on a note card and 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 10 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.

Consolidate the group’s answers to help determine the club’s purpose. If consensus can be established, these ideas might serve as a framework for goals and accountability. Discuss the next steps for any action ideas at your board meeting or a membership committee meeting.

Don’t forget partnerships
Before you consider a partnership, use the **Rediscovering your community** tool to figure out where your community needs help so you can then find the right partner. If you’ve already done that, take a look at the **Developing community partners** tool.
Achieving Club Excellence

Measuring Member Satisfaction

**Audience:** Board members, with club members’ participation where designated

The member experience is an important factor in the health and strength of a club. Members want to love every aspect of their club. They want to feel satisfied with the value they get for their time, talent and money. This tool will help you gain member feedback and use it to make improvements. Begin the conversation using one of these options:

- **Interview members individually.** This method works well when group trust is strong and members feel comfortable speaking candidly. You might ask: What drives them to serve? How do they feel about being part of the club? What do they think of the meetings and service opportunities? What type of impact should the club have in the community?

- **Offer an anonymous survey.** Adapt the survey on the next page to get a general picture of members’ opinions on topics ranging from club administration to service impact. Include opportunities to provide feedback. You can distribute the survey as a printed copy or collect electronic responses through an online survey provider.

- **Conduct an open forum.** With an unbiased facilitator, this method can inspire more interactive discussion. But remember the possibility that not all members will feel comfortable. Prompt members with open-ended questions similar to those in the survey on the following page.

- **Conduct a visual assessment.** Tape sheets of paper to a wall, with categories such as club administration, service impact, membership strength and member experience. Invite members to place sticky notes beneath them, with comments about things they enjoy and things they want to change. Then read each comment aloud and discuss how it can be incorporated into the club’s activities.
MEMBER SATISFACTION SURVEY
This survey will help club leaders evaluate how effectively the club is meeting members’ expectations. 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?
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
MEASURING MEMBER SATISFACTION

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 want 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

You can develop and refine club goals by identifying what your club needs to start, continue and stop doing during the coming year. Average out the results of your surveys. Then share the findings with your members via email – or take time to present them at a meeting.

Is the club score 99 or more?
Congratulations! Celebrate your success and think about how it can inspire 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 98?
Good work! Build on the momentum of your club’s 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 each area with answers averaging 0, 1 or 2. Brainstorm about how to implement change.

Is the club score less than 74?
Thank you for your honesty. The first step toward change is acknowledging that it’s necessary. Where do you start? Discuss how to make the club experience more meaningful – before you invite more people to join.
SEARCH FOR SOLUTIONS

Whatever your club’s results, you have resources that can help you make improvements:

- **Club management/administration.** Visit [kiwanis.org/leadertools](http://kiwanis.org/leadertools) for resources that will help club officers make the club stronger and more service-oriented.

- **Membership strength.** Visit [kiwanis.org/membership](http://kiwanis.org/membership) for resources that will help you invite new members and improve your club.

- **Community impact.** Here are a few ways to increase your hometown presence:
  - Take a look at the tool called **Analyzing your impact.** It will help you think about how to improve service and fundraising.
  - Explore issues of Kiwanis magazine. Browse service project ideas at [kiwanismagazine.org](http://kiwanismagazine.org).
  - Talk to people in your community. Check out the **Rediscovering your community** tool. Interviews can help the club understand community needs – and how community leaders believe Kiwanis can help. This may also uncover opportunities for new partnerships or sponsorships – so check out the **Developing community partnerships** tool.

- **Member experience.** How often do you thank or recognize members? Discover more ways to celebrate good work with the **Celebrating success** tool.
**REDISCOVERING YOUR COMMUNITY**

**Audience:** Membership committee, with club members’ participation where designated

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.

This step-by-step tool will lead you through the survey process. Along the way, it will 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 its membership 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 and members of other groups with which the club has a relationship
- Community leaders
- Government officials
- Public safety officials
- School administrators
- Service Leadership Programs’ faculty advisors
- 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. Working in pairs or teams can make the interview more comfortable, and ensure detailed notes are taken.

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. Interviews can take place by email, over the phone or in person. When it’s over, ask for contact information so you can follow up (and offer your own).

If the interview is face-to-face, ensure you have the most updated Kiwanis International application and information. 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.

Whatever interview format you choose, be prepared. Anticipate how it should go, and keep it focused. Capture 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 community needs that we don’t know about. To do this, we are trying to gather opinions about the good in our community, as well as how it could be improved. Would you have a few 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 should concern us most?
• Which organizations or groups 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 have you been in the last three years?
• How do you see yourself getting more involved in improving the community?
• What are the greatest barriers to community involvement for you personally (if applicable) or for community members?
• What would get people excited about volunteering in the community?
• Who are the most respected and influential people in our community?
• Who else should we talk to about how we can 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 any need 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

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 new members at a membership committee meeting.

Questions to keep in mind:
Was any information obtained suggesting need(s) for club action?

__________________________________________________________

__________________________________________________________

__________________________________________________________

__________________________________________________________
Did members hear any of the same community needs?


Which seemed to be the top priority?


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


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


How might the club help resolve frequently noted community concerns?


Is there an upcoming service project to which you can invite individuals?


What people or organizations could you create relationships with? (Look at Developing community partnerships for more ideas about sponsorships and partnerships.)


If some issues warrant further discussion between community leaders and organizations, consider hosting a community forum with a cross-section of influencers. Develop open-ended questions about the areas of concern. 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 these questions:

• 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 make your new service project happen by this time next year? Take a look at the Signature Project Toolkit to help determine your next move.
DEVELOPING COMMUNITY PARTNERSHIPS

**Audience:** Board members, with club members’ participation where designated

Developing relationships with organizations in the community can make your club more connected, relevant and vibrant. It’s simple: Clubs that are connected have more opportunities. Here’s how your club can get started:

1. Use research and members’ networks to develop a list of groups that your club might collaborate with.

2. 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. Partners provide services and products that enhance our impact in the community. Both partners benefit from supporting each other’s activities with the resources each has available.

3. Consider these questions:

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

   Has your club added Bring Up Grades, Terrific Kids, Young Children: Priority One and other Service Leadership Programs?

   Have any non-profits or non-governmental organizations relevant to your cause been established within the last few years?
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 developing a solid sponsor for your club, see our sponsorship toolkit at kiwanis.org/sponsor toolkit.

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

<table>
<thead>
<tr>
<th>Coexist</th>
<th>Relationships</th>
<th>Partnerships/sponsorship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizations in the community with which a relationship might be beneficial</td>
<td>Organizations the club has any kind of relationship with</td>
<td>Organizations with partnership or sponsorship potential (based on community survey results)</td>
</tr>
</tbody>
</table>

4. 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.
ANALYZING YOUR IMPACT

**Audience:** Board and club members

Kiwanians serve so they can make an impact in their communities. This tool will help you assess your time and resources — and prioritize how to spend them.

**FIND THE RIGHT FIT: ANALYZE YOUR SERVICE**

Use this chart to determine if the service you are doing is relevant to the community. Determine the cost in money and time, and rate the project’s impact from one to five, with one being the least effective.

<table>
<thead>
<tr>
<th>Project (current and potential)</th>
<th>Cost</th>
<th>Impact</th>
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<tbody>
<tr>
<td></td>
<td>Financial</td>
<td>Time (in hours)</td>
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Here are some questions worth considering when evaluating a potential or current project:

- What community needs are unfilled? What role do community leaders envision for the Kiwanis club? (See *Rediscovering your community* and *Developing community partnerships* for information about conducting 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 impact significant or empowering?
- Is there member interest in the project? Is it something members would be proud of? How many members (and member hours) are/would be involved?
- How much visibility could/does the club receive in undertaking this project?
**FUNDING THE RIGHT FIT: ANALYZE YOUR FUNDRAISING**

Use this chart to weigh the costs against the returns of potential and current fundraisers. Rate each area from one to five, with one being the lowest.

<table>
<thead>
<tr>
<th>Fundraiser (current and potential)</th>
<th>Member interest</th>
<th>Time spent (in hours)</th>
<th>Estimated # of lives impacted</th>
<th>Visibility for club</th>
<th>Total costs</th>
<th>Gross income</th>
<th>Net profit/loss</th>
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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 compared against the volunteer hours?
- How else could you increase the funds raised?
- Could the fundraiser be expanded or increased?
- Are there partnership or sponsorship opportunities?
- How visible is the fundraiser? How much of the community does and could it involve?
- Does the visibility generate interest in the club and its activities?
- 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 fundraising ideas, check out [kiwanis.org/fundraisingideas](http://kiwanis.org/fundraisingideas).
CREATING CLUB CHANGE

Provide members with the results of the service and fundraising analyses (and perhaps the member satisfaction survey and community analysis), so they get a full picture of the findings. Then determine what changes in club operations they are willing to make based on that information. With confidence that you have the buy-in of all members, you can use the results of this exercise to develop goals in the club’s strategic plan.

Here are a few options for starting the conversation:

- Interview members individually.
- Use a member satisfaction survey. (See the example in the tool Measuring member satisfaction.) Online survey platforms can make the surveys 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 write them on sticky notes according to categories or questions.

<table>
<thead>
<tr>
<th>WHAT WORKS</th>
<th>LET’S STOP</th>
<th>LET’S START</th>
</tr>
</thead>
</table>

These questions can help you make 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 should the club take to accomplish these changes?
PLANNING FOR CLUB EXCELLENCE

**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:

- **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 the actions you will take to achieve the result you want.
- **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 representing the highest importance, and so on.

**TIP:** To avoid distractions, focus on no more than three goals.
What SMART goal would you like to achieve?

Goal 1:  
Priority: ___________________  Level of confidence: ___________________


Milestones to celebrate: ______________________________________________________

Goal 2:  
Priority: ___________________  Level of confidence: ___________________


Milestones to celebrate: ______________________________________________________

Goal 3:  
Priority: ___________________  Level of confidence: ___________________


Milestones to celebrate: ______________________________________________________

Once the goals are established, determine milestones. Measuring progress can help keep morale up, and it encourages ownership of the goal — giving you the opportunity to recognize individual members.

Remember to 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 kiwanis.org/leadertools.
• If a sponsor or partner is willing to 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.

Use the following organizational system to hold club members accountable. Determine how to achieve each goal you set, then assign each task to a club member.

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

CLUB SCORECARD

Audience: Board members

A club’s success depends on many factors – such as being aware of community and member interests, paying attention to administrative tasks, planning for club growth and strategic planning in general.

Tracking key indicators and reflecting on them periodically will help you stay focused on your desired results. You’ll also see where you need adjustments.

Track these totals on the club’s online monthly reports:
• Membership
• Service
• Visibility
• Finance

OTHER INFORMATION TO TRACK AND REVIEW

Club management/administration
• Club Leadership Education. Has the club president, secretary or membership committee completed Club Leadership Education either online or in-person? Check in at kiwanis.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 by 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 to Kiwanis International and the club’s district in a timely manner?
• District convention delegates. Did the club send two delegates to the district convention to vote in the House of Delegates?
**Succession plans.** Does the club have a plan for club leadership succession, particularly for presidents?

**District and Kiwanis International leadership.** Are any club members participating in leadership positions above the club level (e.g., Kiwanis International or district offices or chairmanships)?

**Number of club members engaged with sponsored Service Leadership Programs.** Are your members actively engaging with the SLPs your club sponsors?

Average member satisfaction survey score:_______

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<thead>
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<th></th>
<th>Oct. 1</th>
<th>Dec. 31</th>
<th>Mar. 31</th>
<th>June 30</th>
<th>Sept. 30</th>
<th>Target</th>
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<td>Board of directors</td>
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<td>Other leadership training completed</td>
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<td>Strategic plan revised</td>
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<td>Election reporting</td>
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<td>Dues payments completed</td>
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<td>District convention delegates</td>
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<td>Succession plans</td>
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<td>District and Kiwanis International leadership</td>
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<td>Club members engaged with SLPs</td>
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Membership strength
• **Added/deleted members.** How many members did the club add or lose during the year?
• **Prospective members.** How many potential members visited club events?
• **Diversity.** What are the demographics of your club in both age and gender?
• **Service by SLPs & non-Kiwanians.** How many service hours did non-members, including members of SLP clubs, commit to the club’s projects?
• **Retention.** What percentage of members started and finished the year with the club?
• **New-club sponsorship.** Did the club help spread Kiwanis’ mission to other communities by sponsoring another club?

Average member satisfaction survey score: ________________

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<tr>
<th></th>
<th>Oct. 1</th>
<th>Dec. 31</th>
<th>Mar. 31</th>
<th>June 30</th>
<th>Sept. 30</th>
<th>Goal</th>
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<tbody>
<tr>
<td>Number of total members</td>
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<td>Number of added/deleted members</td>
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<td>Number of prospective member visits</td>
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<td>Club diversity (age)</td>
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<td>Club diversity (gender)</td>
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<td>Service hours donated by non-Kiwanians</td>
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<td>Percentage of members retained</td>
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<td>New-club sponsorship</td>
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</table>

Do these statistics make you wonder how members feel about the club experience? Consider one of the survey methods in the **Measuring member satisfaction** tool.
Community service impact

- **Visibility.** How often is the club mentioned in the local news and on 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.** Are the club’s overall service hours increasing or decreasing?
- **Service hours per member.** What is the number of overall service hours 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?
- **Number of SLP members sponsored.** What is the total number of SLP members your club sponsors?

Average member satisfaction survey score: ____________

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<th>Oct. 1</th>
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<th>June 30</th>
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<th>Goal</th>
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<tbody>
<tr>
<td>Visibility of club in newspapers</td>
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<td>Frequency of partner recognition</td>
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<td>Member connections to other boards</td>
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<tr>
<td>Total service hours</td>
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<td>Service hours/member</td>
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<tr>
<td>Fundraising money earned</td>
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<td>Fundraising money spent</td>
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<td>SLP members sponsored</td>
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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

• **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 division 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 kiwanis.org for the current criteria.)

• **Joint events.** How many joint events has the club conducted with community partners and sponsored SLP clubs?

• **Celebrating milestones.** Is the club celebrating milestones as it moves toward its goals?

Average member satisfaction survey score: ________________

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<th>June 30</th>
<th>Sept. 30</th>
<th>Goal</th>
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<tbody>
<tr>
<td>Percentage of members attending meetings</td>
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<td>Percentage of members attending events</td>
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<td>Percentage of members attending educational events</td>
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<tr>
<td>Distinguished members</td>
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<td>Number of joint events with community</td>
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<tr>
<td>Celebrating milestones</td>
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What do these statistics tell you about your club?

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________________________________________________________________________
HOSTING AN OPEN HOUSE

**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. An open house is one such opportunity. Showcase your club to your community, and focus the club’s efforts on inviting potential members with these three simple steps.

**STEP 1: PREPARE**

**Two months before: Choose your team**

Surround yourself with people who are committed to making the club bigger and better. And consider involving members of your club’s sponsored Service Leadership Programs. Then seek approval from your club’s board of directors to conduct and fund an open house. (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 invitations and ensures the attendance of members and guests.
- **Venue.** Establishes the meeting time, place, setup and materials (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.** Reaches out to invited guests after the event to answer questions and assess their interest in joining.

**Team members**

Project lead: ___________________________  Program: ___________________________

Attendance: ___________________________  Public relations: ___________________________

Venue: ___________________________  Follow up: ___________________________

Greeter: ___________________________
HOSTING AN OPEN HOUSE

Two months before: Create handouts and purchase supplies
If you distribute at least 50 invitations, you may get as many as 15 to 20 guests attending your meeting. Determine the quantities of your materials according to the number of invitations you’re sending and how many people you want to show up. And then:

• Order copies of the Join Us 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 and branding guidelines, available at kiwanis.org/clubbrochure.

• Purchase envelopes, stamps and pens for invitations. A customizable invitation can be downloaded at kiwanis.org/allin and mailed or emailed to guests.

Six weeks before: Plan your event
You’re getting closer! Here are some things to get done:

• Pick a date and time. Avoid competing with other high-traffic community events or scheduling too close to other club activities. Your club’s normal meeting day and time is ideal.

• Pick a venue. Select your normal meeting place unless it’s too small to accommodate the expected influx of people. Consider community gardens or restaurants that have enough room to showcase what you do and project the right image for your club.

• Pick a theme. Think of something catchy and exciting.

• Plan your agenda. Consider the following agenda:

  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 information about your club, its cause and the community it serves. You may also choose to play a video that helps guests understand the impact of Kiwanis on those who serve and are served. For example: “A Portrait of Kiwanis,” found at kiwanis.org/aportrait.

  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 could also ask members to explain what Kiwanis means to them in one word, as the members in the video do.

SHOWCASE YOUR CLUB
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 expected crowd). Include service projects, fundraisers and fellowship moments. Enlarge the photos for more impact, and consider adding captions or descriptions. Choose action photos instead of “grip and grin” shots.

Key items. Display your club’s story. For example, include a T-shirt from a recent walk-a-thon, an invitation to a fundraiser or a certificate from the mayor thanking your club.

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

There’s no limit. Your club showcase exhibition will tell your story in a unique way. It should serve as a conversation starter – so make sure club members are ready to share Kiwanis stories.
4. **Discuss club plans (3 minutes).** Ask the club president to talk about upcoming projects and goals.

5. **Offer a new-member perspective (3 minutes).** Ask a new member to give his or her thoughts and observations about the club.

6. **Sell the Kiwanis experience (5 minutes).** Leave the final word to your club’s best salesperson — someone who can leave guests happy to fill out an application. He or she could say something like:

   “Today, we are inviting you to step up, stand up and be part of the Kiwanis Club of __________. You’ve heard our members, Kiwanis means (repeat the words stated earlier). You’ve heard the difference we are making in our community. And we invited you because we want you to be part of this. All you have to do is complete the application at your table. Our members can answer any questions you may have.”

7. **Allow members and guests to mingle.** Be available to ask and answer questions and to follow up with guests who complete a membership application.

Event information:
Date: ____________  Time: ____________  Location: __________________________

---

**STEP 2: INVITE**

**A month before: Develop a prospect list**

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
- Community leaders
- Church members
- Parents of SLP members
- Local educators
- Community partners
- Event sponsors

A good rule of thumb: Aim for at least 50 names. (Generally, only a third will attend.) 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.
HOSTING AN OPEN HOUSE

Three weeks before: Mail out the invitation
Mail or email a high-quality invitation or postcard to each prospect, including details about your club’s open house.

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 records of 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.** Position sociable and outgoing greeters at the door to thank everyone for coming and to collect their contact information.
• **Print name tags.** Aid conversation by including guests’ organization name. Visually distinguish their name tags from members’ tags to help them discern who can answer questions.
• **Practice.** Train members to share the Kiwanis message and address concerns or questions.
• **Be prepared.** Set each guest’s place with an inkpen, a Join Us brochure 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. Remember, the best person to invite a potential member is a new member.

One month later: Welcome new members
It’s time to make new members feel welcome — and make their membership feel like a significant event. Here are some tips:
• **Plan an orientation.** New-member orientation helps new members understand what a great organization and club they’re committing to. Download the one-hour program from kiwanis.org/newmemberorientation and personalize it to reflect the club’s activities.
• **Install the new members.** Focus the meeting on their installation, with a sincere welcome and an emphasis on getting to know them. It’s a once-in-a-lifetime experience — so why not treat it that way?
• **Assign mentors.** A mentor is often a stabilizing force — someone 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. Include the names of those who said, “Maybe later” or who were out of town.
- Consider making your SLP club(s) – or the need to establish one – the focus of your meeting. Include parents, teachers and school administrators in your list of invitees.

For membership resources, visit kiwanis.org/membership. If you still have questions, call 1-800-KIWANIS and ask for your district’s area director.
Celebrating Success

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.

Ways to recognize members include:
• Praise them verbally (publicly and privately).
• Give them a note.
• Buy them a small gift.
• Smile and say “thank you” often.
• Plan a social get-together.
• Send flowers, cookies, balloons, etc., to their place of employment (which also gives your club visibility).
• Hand out Special K bars.

And here are some ways to celebrate your Service Leadership Programs:
• Involve them in joint community service projects (such as Kiwanis One Day in the fall), and give silly awards such as, “Person with more paint on them than the project.”
• Ask them to participate in division council meetings and make time on the agenda to praise their clubs efforts on recent projects.
• Make longstanding SLP faculty advisors honorary members of the club. Hold a ceremony at the SLP club so its members can see that Kiwanians take time to celebrate their leaders.
• Host an annual springtime “Kiwanis Celebration of Service Leadership” program in which the SLP members are asked to share their observations from the year.
RECOGNIZE YOUR COMMUNITY PARTNERS

Many of your Kiwanis club’s successes are the result of the relationships and partnerships you have 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. This will help your club:

• Inspire others to become involved.
• Build community support for future initiatives.
• Emphasize community service.
• Highlight community issues.
• Show that like-minded people, working together, can accomplish great things.
• Make those engaged in community service feel valued.
• Provide examples for the rest of the community.

Consider these other opportunities for recognition:

• **An achievement in which sponsors or partners played a significant role.** It may be an endpoint or a major milestone in a large, long-term project or initiative.
• **A club event specifically to honor collaborators and partners.** Say thank you at a club meeting, a special dinner or other recognition event.
• **Special occasions.** 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.

Ways to honor collaborators and partners:

• Thank them 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.
• Create a “community hero” night and honor them.
• Make a donation to a local project in the person or organization’s name.