EdCarolinas District of Kiwanis International - Strategic Plan (2024-2027)

Executive Summary

Vision

Kiwanis will be a positive influence in communities worldwide...so that one day, all children will live, learn, and play in communities that believe in them, nurture them, and provide the support they need to thrive.

Mission

The Carolinas District of Kiwanis International is committed to improving the lives of children throughout North and South Carolina by ensuring that every community has the opportunity to be served by a strong, resilient, inclusive, and impactful Kiwanis club.

Goals & Strategies

I. Club Education

To establish and maintain a comprehensive educational network for the District that will offer clubs the knowledge, skills, and opportunities they need to become strong, resilient, inclusive, and impactful.

A. Centralized Management of Education Offerings B. In-person Training C. Virtual Training

II. Club Growth

To build, retain, and support a growing Kiwanis membership network throughout the Carolinas resulting in annual net growth.

A. Identify New Club Sites B. Open New Clubs C. Strengthen Clubs

III. Club Service

To encourage clubs to perform relevant and meaningful community service, with service to children as our priority.

A. Increase Club-based Community Service B. Increase SLPs

C. Increase Kiwanis-branded Programs . D. Enable District-wide Service Projects

IV. Kiwanis Image

To share the Kiwanis story and promote the Kiwanis image District-wide.

A. Promote Kiwanis Branding	B. Educate the Public
C. Expand Recognition Programs	D. Develop Signature Projects
E. Expand Use of District Website	

V. Responsible Stewardship and Management Excellence

To ensure financial viability and responsible stewardship for District resources and support management excellence among District clubs.

A. Provide and Promote Continuing Education	B. Build A Culture of Diversity, Equity and Inclusion
C. Practice Sound Financial Management	D. Practice Sound Risk Management
E. Operate Transparently	F. Operate Through Effective Committees
G. Maintain Supportive District Relationships	

Carolinas District of Kiwanis International

Strategic Plan

2024 - 202

Vision

Kiwanis will be a positive influence in communities worldwide...so that one day, all children will live, learn, and play in communities that believe in them, nurture them, and provide the support they need to thrive.

Mission

The Carolinas District of Kiwanis International is committed to improving the lives of children throughout North and South Carolina by ensuring that every community has the opportunity to be served by a strong, resilient, inclusive, and impactful Kiwanis club.

Guiding Principles

Our role as a District is to create and support Kiwanis clubs and programs so that clubs can thrive and be a positive force for change in their communities. We do this by:

- developing and training leaders,
- providing education and motivation for members,
- developing resources for community involvement,
- establishing tools for effective management, and
- establishing a network of support for disaster management.

Goals, Strategies & Actions

Goal I. Club Education

To establish and maintain a comprehensive educational network for the District that will offer clubs the knowledge, skills, and opportunities they need to become strong, resilient, inclusive, and impactful.

Strategies:
A. Centralized Management of Education Offerings
B. In-Person Training
C. Virtual Training

Strategy A – Centralized Management of Education Offerings

Maintain and staff an Education Committee, competent in adult education methodologies and knowledgeable about the needs of clubs, to design, coordinate, present, and oversee the District's educational offerings.

Actions:

1. Staff the Education Committee with a group of rotating members to serve along with the District's Governor, Governor-Elect, Leadership Development Chair, Conference and Convention Chair, & Membership Chair. (Governor-Elect & Education Chair)

Strategy B – In-person Training

Bring high quality, low-cost training to clubs, their leaders, and members through District-wide and disaggregated District educational offerings.

Actions:

1. Conduct member and leadership training programs at District-wide events (i.e., District Convention and MidYear Conference). (Education Committee & Conference and Conventions Chair)
2. Annually conduct 3 - 4 localized club education days,, leadership training events and informational meetings at strategic locations across the District. (Ed. Chair, Mem. Chair & Lt. Governors)
   - Responsibility of the Lt. Governor to create the survey of needs for that Club Excellence Day by communicating with both the Club President AND other club members and scheduling the event.
   - Marketing and social media promotion by the district.
3. Increase the pool of qualified trainers in each area of the District so that there are at least 3 such individuals in SC, Western NC, and Eastern NC. (Education Chair & Leadership Dev. Chair)
4. Offer subject-specific consulting to clubs on request. (Education Chair, Membership Chair & Leadership Development Chair)

Goal I. Club Education (cont.)

Strategy C – Virtual Training

Leverage technology to help make information and training resources available to clubs and their members through scheduled webinars and on-demand postings.

Actions:

1. Conduct at least 6 webinars throughout each year on topics of current interest, which are made available to all members in the District. (Governor & Education Chair)

2. Record all webinars and selected in-person training sessions and make such recordings available on the District website. (Education Committee & District Secretary)

3. Use web postings, CDNews and social media to alert members to scheduled webinars and new offerings when they are made available on-demand. (District Secretary & PR Chair)

4. Create and maintain a comprehensive listing of all available on-demand training offerings and publish in *CDNews* with quarterly updates of what is available on the district website. (District Secretary in concert with the Education Committee)

5. Promote Kiwanis International educational and leadership training opportunities (e.g., Amplify) to all members in the District. (District Secretary, Lt. Governors and other personnel as available)

Goal II. Club Growth

To build, retain, and support a growing Kiwanis membership network throughout the Carolinas in equal measure resulting in annual net growth.

Strategies:
A. Identify New Club Sites
B. Open New Clubs
C. Strengthen Clubs

Strategy A – Identify New Club Sites

Assess each area of the District to identify and prioritize locations that need, want, and can sustain the services of a Kiwanis club.

Actions:

1. Establish a priority list of club opening sites and update annually, revising priorities as necessary. (New Club Opening Chair)
2. Ensure completion of community assessments for all sites on the annual priority list. (New Club Opening Chair and Committee, & Lt. Governors)

Strategy B – Open New Clubs

Increase annually the number of clubs in the Carolinas by opening new clubs in selected areas of the District, with an emphasis on communities assessed as high priority club opening sites.

Actions:

1. Open 5 to 10 clubs annually with a target average of 25 members each. (NCO Chair & committee)
2. Promote non-traditional club formats (e.g., internet clubs and 3-2-1 clubs) as appropriate for the needs of the communities identified. (New Club Opening Chair and committee)
3. Train 5 to 7 additional new club openers annually and build additional new club opening teams within each area of the District. (New Club Opening Chair and committee)
4. Obtain two centers of influence outside of Kiwanis along with a commitment from sponsoring Clubs for continued support of new clubs throughout their first 2 to 3 years. (NCO Chair and committee)
5. Assess the feasibility of establishing District internet Clubs for SLP alumni by December 31, 2025. (New Club Opening Committee, Membership Chair & SLP Administrators)

Goal II. Club Growth (cont.)

Strategy C – Strengthen Clubs

Increase annually the proportion of clubs focusing on member engagement, retention and positive membership growth.

Actions:

1. Recruit, train, and engage membership committee chairs in every club. (Lt. Governors, Membership Chair & Education Chair)
2. Assist/coach clubs in developing community-based recruitment methodologies to achieve or maintain a club size optimal for their community including active participation in a variety of community engagement (Kiwanis sponsored or not), fun, and fellowship. (Lt. Governors, Service Chair, Membership Chair & Education Chair)
3. Assist/coach clubs in developing and using methodologies for engaging and retaining existing members. (Lt. Governors, Service Chair, Membership Chair & Education Chair)
4. Keep track of and reach out to SLP alumni within the District. Connect them with a nearby Kiwanis club/membership chair. (Key Club and CKI District Administrators in concert with the District Office)
5. Conduct Club Excellence Days, conference and convention forums, leadership training events, and webinars on topics important to creating and maintaining strong, resilient, inclusive, and impactful Kiwanis clubs. (Education Committee)
6. Encourage Lt. Governors to hold a minimum of 4 division council meetings annually. (Governor)
7. Incentivize clubs to track, improve upon, and maintain key membership metrics annually through District-sponsored contests and recognition programs. (Governor, District Sec & Awards Comm)
8. Ensure the Division Lt. Governor, Club Coach and a member of the Membership committee are contacting clubs that are under 5 years old to nurture the club by attending club meetings, board meetings and events (fundraisers and service projects). Key people will encourage constant participation of the new club in the sponsoring club's activities and District events. (Governor, Membership Committee, Lt. Governor)
9. Actively pursuing the idea of Young Professional Club Satellites. (Lt Governors, Membership Committee)

Goal III. Club Service

To encourage clubs to perform relevant and meaningful service primarily benefiting children.

Strategies:

A. Increase Club-based Community Service
B. Increase Service Leadership Programs
C. Increase Kiwanis-branded Programs
D. Enable District-wide Service Projects

Strategy A – Increase Club-based Service Efforts Primarily Benefiting Children

Increase the amount of meaningful service provided by clubs relevant to their specific communities.

Actions:

1. Encourage clubs to conduct regular community assessments to identify new areas of service needed and confirm continued need of existing services offered, including encouragement of joint community partnerships. (Education Committee & Lt. Governors)

2. Facilitate the exchange of information about unique, replicable community service projects among clubs; and provide assistance and support to help clubs develop new service projects. (Lt. Governors & Education, Service and Fundraising & PR Committees)

Strategy B – Increase Service Leadership Programs

Increase the number of clubs that sponsor one or more Service Leadership Programs (SLPs).

Actions:

1. Inform clubs about the benefits of SLP sponsorship. (Education Chair & SLP Administrators)

2. Consult with clubs that do not sponsor an SLP and offer assistance with SLP start-up. (SLP Administrators & Education Chair)

3. Educate clubs on responsibilities of SLP sponsorship and encourage clubs to become more involved with SLP activities. (SLP Administrators & Education Chair)

4. Provide a District resource to facilitate the opening of SLPs which includes quick access to KI prepared brochures and advisor guides. (District Secretary & SLP Administrators)

Goal III. Club Service (cont.)

Strategy C – Increase Kiwanis-branded Programs

Increase the number of clubs that sponsor Kiwanis-branded service programs (e.g.: Terrific Kids, Bring Up Grades, Key Leader, Global Leadership Certificate, etc.).

Actions:

1. Inform clubs about the benefits of Kiwanis-branded programs. (Lt. Governors & Education Chair)

2. Consult with clubs that do not sponsor a Kiwanis-branded program and offer assistance with program start-up. (Education Chair, Lt. Governors & Program Chairs)

Strategy D – Enable District-wide Service Projects

Develop and support District-wide service projects when meeting the service needs of large areas or populations within the District exceed the scope and resources of individual clubs or groups of clubs (e.g.: Boys & Girls Homes of NC, widespread disaster recovery, etc.).

Action:

Review and update the process for clubs, groups of clubs, divisions, or regions to initiate, fund and carry out District-wide service projects that address emerging needs in the District and comply with established District procedures. (Governor-Elect, Executive Committee & Service Committee)

Goal IV. Kiwanis Image

To share the Kiwanis story and promote the Kiwanis image District-wide.

Strategies:

A. Promote Kiwanis Branding
B. Educate the Public
C. Expand Recognition Programs
D. Develop Signature Projects
E. Expand Use of District Website

Strategy A – Promote Kiwanis Branding

Educate clubs on Kiwanis branding guidelines and social media to promote the use of Kiwanis branding materials to develop a consistent Kiwanis image throughout communities in the Carolinas.

Actions:

1. Use conference forums, club excellence days, division council meetings, and other educational events to increase knowledge of Kiwanis branding guidelines and materials. (Education Chair & PR/Marketing Chair)

2. Create a yearly campaign to emphasize the importance of having a Club level PR/Marketing chair which includes educational materials regarding responsibilities. (PR/Marketing Chair)

3. Educate clubs on use of social media for local public relations and marketing. (PR/Marketing Chair & Education Chair)

4. Provide templates at the District level for clubs to use on social media electronic platforms. (PR/Marketing Chair)

5. Seek out a partnership with a marketing firm to donate their efforts toward District-wide marketing efforts. (Partnership Chair)

6. Develop a pilot program to provide clubs access to unpaid interns or college students to prepare and execute effective PR plans. (PR Chair)

Goal IV. Kiwanis Image (cont.)

Strategy B – Educate the Public

Use public service announcements and news stories about club and District accomplishments in mainstream and social media to educate the public about Kiwanis.

Actions:

1. Routinely distribute resource and educational materials to clubs on how and why to market a club to media outlets and resources. (PR/Marketing Chair)

2. Create and use media contact lists for North and South Carolina media outlets and use them to routinely publicize news stories about District and club accomplishments, awards, events and recognition. (District Secretary & PR/Marketing Chair)

3. Plan and conduct an awareness campaign across the states of North and South Carolina designed to increase awareness of the Kiwanis vision, mission, and impact by September 30, 2026 and reevaluate annually thereafter. (PR/Marketing Chair & Executive Committee)

Strategy C – Expand Recognition Programs

Expand the District awards program to include recognition of community members outside of Kiwanis and individual Kiwanis members to create positive news mentions about Kiwanis (e.g.: “Kiwanis Teacher of the Year”, “Kiwanis Humanitarian of the Year”, volunteer, child advocate, etc.).

Builders Cup: to a recipient to a community member who has increased without gain.

Teach of the Year award? Start small and make it sustainable. Nominated by clubs.

Southport has a community service award for excellence - community care clinic, food pantry, dentistry help and get the information into the newspaper.

Summerville recognizes a community person quarterly giving them $500 to a charity of their choice.

Do one for each state and would get traction in the local press of that teacher for a press release.

Actions:

1. Partner with the Carolinas District Foundation to create a District awards committee that will design and implement an expanded District-wide awards and recognition program by September 30, 2026. (Board of Trustees & Foundation Board)

2. Establish a mechanism to recognize volunteer service by District Kiwanians that supports the District mission and is demonstrably above and beyond expectations (e.g.: Carolinas Service Medal, Lifetime Achievement Awards, SLP Advisor Awards, etc.) by September 30, 2026. (Executive Committee & Awards Chair)

Goal IV. Kiwanis Image (cont.)

Strategy D – Develop Signature Projects

Coach clubs in the development of Signature Projects that increase notoriety within their respective communities.

Actions:

1. Ensure through education and individual club coaching that clubs understand what a signature project is and the role that they play in establishing a legacy of service within each community. (Education Chair)

2. Consult with clubs that do not have a signature project and offer assistance in developing one. (Lt. Governors & Education Chair)

3. Enhance the District database of successful signature projects to encourage clubs to share their success with others. (District Secretary)

4. Actively promote club signature projects on the Carolinas Kiwanis electronic platforms. (Lt. Governors & District Secretary)

Strategy E – Optimize The Use of District Website

Improve the District website, then educate and encourage clubs to use the resources available therein.

Actions:

1. Maintain District website by updating regularly. (District Secretary & PR/Marketing Committee)

2. Promote website regularly in CDNews and highlight new and improved features. (District Secretary)

3. Include forums at conferences on content and use of the resources included in the District website. (Education Chair & District Secretary)

Goal V. Responsible Stewardship and Management Excellence

To ensure financial viability and responsible stewardship for District resources and support management excellence among District clubs.

Strategies:

A. Provide and Promote Continuing Education
B. Build a Culture of Diversity, Equity, and Inclusion
C. Practice Sound Financial Management
D. Practice Sound Risk Management
E. Operate Transparently
F. Operate Through Effective Committees
G. Maintain Supportive District Relationships

Strategy A – Provide and Promote Continuing Education

Provide continuing education to clubs and their leaders on management "best practices" for non-profit organizations and promote Kiwanis International and other external education programs on leadership.

Actions:

1. Use Club Excellence Days, conference and convention forums, leadership training events, and other educational activities to present "best practices" information to club members. (Education Chair)

2. Develop and offer position-specific training to club officers, board members, and key committee chairs. (Leadership Development Chair)

3. Promote Kiwanis International and other appropriate external leadership training programs to strengthen the leadership of our clubs and District. (Lt. Governors & District Secretary)

Strategy B – Build a Culture of Diversity, Equity, and Inclusion

Reflect the diversity of the communities our District and clubs serve; operate them with explicit equity and inclusivity.

Actions:

1. Maintain an engaged Diversity, Equity, and Inclusion (DEI) Committee. (Governor & Board of Trustees)

2. Assess District practices and establish a DEI plan consistent with our values September 30, 2025. (DEI Committee & Board of Trustees)

3. Provide and promote tools for clubs to assess, measure and improve their DEI cultures regularly , and recognize results.(DEI Committee)

4. Depict diversity across all district media and publications. (DEI & PR Committees)

Goal V. Responsible Stewardship and Management Excellence (cont.)

Strategy C – Practice Sound Financial Management

Operate and sustain the District in a financially responsible manner.

Actions:

1. Manage, disburse, account for, and report annually on District funds in accordance with Generally Accepted Accounting Practices and fiscal requirements for non-profit organizations. (District Secretary, District Treasurer, Finance Committee Chair & Investment Committee Chair)

2. Continue to subject District financial records to independent financial review. (District Secretary & District Treasurer)

3. Ensure that the District and all affiliates have complied with federal, state, and Kiwanis International requirements. (District Secretary & District Treasurer)

4. Identify and pursue sources of non-dues income to help support District operations. (Executive Committee & Partnerships Chair)

Strategy D – Practice Sound Risk Management

Implement and maintain sound risk management principles in operating the District.

Actions:

1. Develop an Organizational Resilience Plan for the District by September 30, 2026 which includes strategies for planning, mitigation, response, and recovery for the following:
   - Crisis Decision Making,
   - Critical Incident Communication,
   - Business Continuity, and
   - Natural and Man-made Disasters.

   (Risk Management Committee)

2. Protect the Kiwanis image through the appropriate use of background checks, internet searches, risk management processes, integrity enhancing efforts by our members, and the implementation of best practices for serving youth. (Lt. Governors & Risk Management Chair)

3. Develop and disseminate a checklist of best practices on accepting member applications. (e.g., New Member Orientation, background checks, member meetings, and service project attendance prior to complete acceptance as a member). (Risk Management Chair & Membership Chair)

4. Provide clubs education around sound risk management practices for large public events. (Risk Management Chair & Education Committee)

Goal V. Responsible Stewardship and Management Excellence (cont.)

Strategy E – Operate Transparently

Conduct District operations and club oversight in an open and transparent manner.

Actions:

1. Document and maintain operational procedures for the District consistent with Kiwanis International guidelines, by-laws, and best practices for non-profit organizations. (District Secretary)
2. Provide quarterly financial information to the board of trustees and make available to the members through the website. (District Treasurer)
3. Conduct appropriate oversight of club operations to ensure the Kiwanis brand is protected. (Board of Trustees)
4. Biannually assess the need to reassign clubs to divisions of reasonable and manageable sizes to ensure effective communication between the District and the clubs through engaged Lt. Governors. Note: Last done 2022-2023 (Board of Trustees & ad hoc committees, as needed).

Strategy F – Operate Through Effective Committees

Maintain a committee structure representative of the District with appropriate leadership succession planning.

Actions:

1. Maintain a committee structure which includes co-chairs or assistant administrators for all committees and committee members from throughout the District. (Governor)
2. Establish and annually hold a District training/orientation session for committee chairs during the year ended September 30, 2025. (Education Committee)
3. Assign Trustees to committees annually, to provide support and to be an advocate for the committees to the District Board. (Governor)

Strategy G – Maintain Supportive District Relationships

Maintain a mutually supportive relationship among the District, the District Foundation, and the clubs.

Actions:

1. Publish and distribute a graphically descriptive annual report on District & Foundation operations and finances that relates expenditures with accomplishments. (District Secretary & District Treasurer in concert with Foundation Secretary)
2. Determine how to conduct an annual Foundation meeting in conjunction with the District Convention to give greater transparency to the District Foundation. (District Secretary & Conference and Convention Chair in concert with Foundation Secretary)