

MANUAL FOR DISTRICT OFFICERS

1940

Kiwanis International
520 North Michigan Avenue
Chicago, Illinois, U.S.A.

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" " " " "	Boys and Girls Work
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" " " " "	Inter-Club Relations
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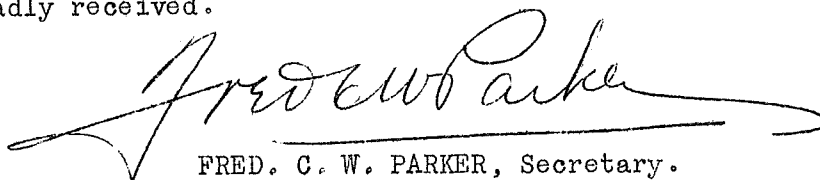
MANUAL FOR DISTRICT OFFICERS

INTRODUCTION

These instructions and suggestions for the district governors and their fellow district officers have obviously evolved. This is the sixteenth year that this Manual has been prepared. The instructions have been expanded with the passing years as our experience has matured and as our organization has grown in extent and in complexity.

These are presented in mimeographed form because each year there are some revisions which have to be made.

Any suggestions for further revision which develop from the practical work of district governors or their fellow district officers will be gladly received.



FRED. C. W. PARKER, Secretary.

November 1, 1939

MANUAL FOR DISTRICT OFFICERS

For the Year 1940

The district governors are International officers as well as district officers. As representatives of Kiwanis International in their several districts, it is most important for them to have a thorough understanding of the International organization. Other district officers also have need for such an understanding of the International organization in their district duties and especially in contacting with clubs.

In this Manual, therefore, are included suggestions in regard to the district officers and International, as well as the district officers and their district, and the district officers and the clubs of their district.

THEME FOR ADMINISTRATIVE YEAR

For the administrative year 1939-1940 the challenging theme -- "Citizenship Responsibility -- the Price of Liberty" -- has been adopted by the International Board of Trustees. This theme was adopted to emphasize throughout Kiwanis the necessity of a rebirth of the people of the United States and Canada in patriotism; of a re-education in the fundamental philosophy underlying the principles of our respective democracies; and of a re-affirmance of our loyalty to our constitutional forms of government; and further to urge the acceptance of our responsibilities as citizens to maintain our liberty and religious freedom. It is earnestly desired that all district officers give emphasis to this theme during their terms of office and that methods be developed to translate its meaning into tangible and practical citizenship activities.

OFFICIAL INTERNATIONAL PROGRAMS

During the year 1940 the four annual International programs will be observed as well as the biennial program dealing with United States-Canada Good Will Week. As in the past, it is desired that every club and district give evidence of interest in these events. The International committees responsible for the promotion of these programs will release bulletins of suggestions for their appropriate observance. The official programs are listed here as a group for the convenience of district officers in addition to the listing in the District Governors' Calendar which appears elsewhere in this Manual. The official International programs for the coming year are:

Twenty-Fifth Kiwanis Anniversary Week - January 14 to 20
United States-Canada Good Will Week - April 28 to May 4
All Kiwanis Night - June 17
Canadian Citizenship Week (for Canadian Clubs) - June 30 to July 6
Constitution Week (for United States Clubs) - September 15 to 21

TWENTY-FIFTH KIWANIS ANNIVERSARY

At its mid-July meeting in 1939 the International Board of Trustees approved the recommendation of the Secretary that the twenty-fifth anniversary of the founding of Kiwanis be observed in an exceptional and fitting manner from the standpoint of education and inspiration of our members and the informing of the public more fully concerning the purposes and achievements of our organization. A special committee will develop these plans which will be duly announced to the organization. These will include Twenty-Fifth Anniversary Week in January and other features throughout the twenty-fifth year.

Certainly the twenty-fifth anniversary of the beginning of our organization is a significant occasion that deserves recognition. Through a proper observance of this occasion there should be accomplished exceptional education and inspiration throughout the entire membership and the development of a dynamic morale, which will lead to even greater achievement in service and leadership in the future. District leaders for 1940 have a unique opportunity to develop district-wide plans in observance of this event as based upon the suggestions which will emanate from the special International committee and to promote similar observances in the clubs in their respective districts. One particular suggestion is for each district to hold a district rally, further information concerning which will be forthcoming in due time from International Headquarters.

I. DISTRICT OFFICERS AND KIWANIS INTERNATIONAL:

1. The Officers

The officers of Kiwanis International are a president, immediate past president, two vice-presidents, treasurer, secretary and twelve International trustees. These officers, except the secretary, compose the International Board of Trustees, and the secretary attends the Board meetings and acts as secretary of the Board. All of these officers, except the secretary, are elected by the house of delegates at the annual convention which is composed of two duly accredited delegates from each club in Kiwanis International and delegates-at-large. The president, two vice-presidents and treasurer are elected for one year, and six trustees are elected each year for a term of two years, and any vacancies among the trustees at the time of the convention are filled at the annual election. The secretary is appointed by the Board of Trustees.

The district governors are also officers of Kiwanis International, representing the International organization in their respective districts.

2. The Board of Trustees and Board Committees

The International Board of Trustees holds four meetings a year, a short preliminary one in the convention city immediately after the annual convention, one in Chicago, usually in July or early August, one in Chicago in November just prior to the International Council and one in the convention city just prior to the annual convention. In the interim, official matters are cared for by an Executive Committee of the Board which is made up of seven members consisting of the president, the immediate past president and five other members appointed by the president and approved by the Board. This Executive Committee meets usually three times a year or oftener if occasion demands. From the Executive Committee a Finance Committee of three is appointed by the president, with the approval of the Board, which committee meets at least the day prior to each meeting of the Board of Trustees and Executive Committee. In addition to these two committees, a number of special committees are appointed by the President from the Board to care for special matters.

3. Standing and Special Committees

a. Standing Committees

Agriculture
Attendance
Boys and Girls Work
Business Standards
Classification and Membership
Convention Program
Inter-Club Relations
Kiwanis Education
Laws and Regulations
Music
Past International Presidents
Public Affairs for Canada
Public Affairs for United States
Publicity
Under-Privileged Child
Vocational Guidance

b. Special Committees for 1940

Achievement Reports
Convention Program and Finance
Past International Officers
Support of Churches in Their Spiritual Aims
Twenty-Fifth Kiwanis Anniversary
United States-Canada Good Will Week

4. Kiwanis Foundation

During 1939 the Kiwanis Foundation became a reality. This is a non-profit corporation organized under the laws of the State of Illinois. The primary purpose is to provide a means whereby gifts may be safely made to an organization of perpetual existence, which gifts will be held in trust in accordance with the wishes of the donor and administered as a trust fund solely in accordance with the conditions with which the gifts are impressed.

The objects of the Kiwanis Foundation are set forth as follows: "To form, promote or assist charitable, religious or educational enterprises. The objects and purposes of the organization are to be exclusively for charitable, scientific, religious, or educational purposes and no part of the net earnings shall inure to the benefit of any private shareholder, individual or member...."

The governing body of the Foundation consists of five Trustees. The International President and Treasurer of each administrative year are Trustees and three other members are elected by the Board of Trustees of Kiwanis International for three-year terms, one being elected each year. The Foundation is ready to function and will gratefully administer without charge any trust fund which may be created for the purpose of advancing and promoting Kiwanis activities or for such other purposes as may be separately stated in the conditions of each gift. Other organizations similar to ours now have like foundations operating satisfactorily.

During 1940 it is expected that information concerning the Kiwanis Foundation will be made available to clubs through literature. It is obviously wise to spread the knowledge that such a foundation has been formed by our organization so that any who desire to leave bequests or contributions may do so.

5. Districts

Kiwanis International for educational and promotional purposes has created twenty-nine districts, each of which is presided over by a district governor elected by each district, who is, as has already been stated, an International officer as well as a district officer. To facilitate the district administration, especially in defining the field activities for lieutenant governors in assisting district governors, each district is divided into a number of divisions, but these are not organization units.

6. International Council

In November of each year is held one meeting of the International Council which then is composed of the seventeen members of the International Board of Trustees, all past presidents of Kiwanis International, and twenty-nine district governors-elect. This makes a body of sixty-two at the November, 1939, meeting. The International committee chairmen, who are not members, are invited to attend the Council to permit them to present their programs for 1940 and to promote district co-operation in their work. This meeting is held in Chicago. The Council in 1939 opens with a luncheon on Wednesday and extends through luncheon Saturday noon. In view of the fact that the twenty-nine district governors-elect attending this meeting are just about to start their duties as chief executive officers of their districts, the Council and its conferences are made a training school for them in their relations to International and to their clubs, and in all other matters which will assist them in the successful administration of their office.

Another meeting of the International Council is held at the time of the annual convention in the convention city. In 1940 this will be held in Minneapolis, Monday, June 17, including luncheon and afternoon session.

7. Annual Convention

The annual convention of Kiwanis International is usually held in June, sometimes in May, of each year, in a city officially determined by the International Board of Trustees. This choice must be made in rotation from five convention zones. To this annual convention each club is entitled to send two accredited delegates to vote on all matters proposed and to elect International officers and trustees. International officers, (except the Secretary), past presidents, district governors, and chairmen of International standing committees are delegates-at-large. In addition to the two accredited delegates, each club is urged to send as large a delegation as possible in order to share the fellowship, education and inspiration offered by such a convention.

a. Procedure for International Convention Resolutions

The International Board of Trustees has adopted the following official procedure to be followed in the submission of resolutions for consideration and action at annual conventions:

- (1) That President appoint the Chairman of Resolutions Committee at earliest possible date after each International Convention together with other members of his committee.
- (2) That this committee be a creative one as well as a receptive one.
- (3) That all proposed resolutions be forwarded in writing, clearly and concisely worded, and received by the committee at Chicago fifteen days before the commencement of the International convention except that any sufficiently important resolutions may be received by the committee at any time before or during the convention at the discretion of the chairman with the approval of the President.
- (4) This committee should preferably function during the year and meet before the convention so that such resolutions as are received may be mimeographed and distributed to each Kiwanian in his envelope when registering.
- (5) That as far as possible all resolutions approved by the committee be published in the convention announcements or bulletins each morning of the session following the day of approval.

The resolutions at district conventions also need improvement to make them of greater value to the districts. It is hoped that district boards will adopt some form of procedure which will secure better resolutions at the annual conventions of our districts.

8. District Conventions

The district conventions are held during the period August 1 to October 15. The International President assigns to each of these as official representative a member of the International Board of Trustees or the Secretary or Assistant Secretary, so that by his presence a closer relationship and contact may be maintained between each district and the International Board and so that he can counsel with the district governor on various matters at the convention and if necessary he can take any problem that arises in any district back to the International Board of Trustees for its action with an intimate and first hand knowledge of the whole matter.

9. District Counselors

To each district an International officer is assigned by the President as a "district counselor" to counsel with the governor and district board and to co-operate in every possible way to be of service to the district and its officers throughout the entire district year. The

plan gives the governor and district a continuing co-operative assistance instead of only the help of the official representative at the district convention or board meeting.

10. The Kiwanis Magazine

District governors have the direct responsibility for seeing that articles concerning their district are submitted for publication in the "District Activities" section of the magazine and they are urged to co-operate in the securing of the various other types of material used in the magazine. This material comes under the following five general classifications:

a. Regular section on "District Activities"

For this section is desired not mere compilations of club activities within the district but rather definite statements concerning the work of the district itself, for example, concerning district conventions, district board of trustees meetings, district leadership in sponsoring and building of new clubs, district participation in charter nights, divisional conferences, etc. Illustrations when possible are desired. "Gloss print" photographs always preferred.

b. Regular section on "Club Activities"

For this section is desired short paragraphs on activities engaged in by the various clubs, especially when they are of suggestive value to other clubs. Also short paragraphs concerning special and exceptional programs carried out by clubs, such as anniversary meetings, observances of calendared events, Constitution Week or Canadian Citizenship Week, etc. Photographs for illustration are desired when possible. These should show the club engaged in the activity rather than simply present a group picture of officers, members, committee, etc.

c. Short Stories on Specific Club Activities

Short stories of from 750 to 1,000 words are desired on specific activities carried out by different clubs when they are of such importance and success as to carry suggestion and inspiration to members in general and especially to club officers and committees in leading them to undertake the same or similar activities in their clubs. Illustrations concerning these activities are also desired but again keep in mind that we prefer the pictures showing the activities themselves and not just groups of members or officers. Readers are interested in these stories in greater detail concerning what clubs have actually accomplished. The "achieving" clubs are also given desired recognition.

d. General Articles

The magazine is in constant need of good general articles of 1,500 to 2,000 words on Kiwanis purposes and objectives, current problems, various public affairs, or broader aspects of our objectives, etc. Special addresses at district conventions, charter nights,

club meetings, divisional conferences, often make good magazine articles. For these we desire illustrations where possible and at least a picture of the author.

e. Personalities

In this section we desire to recognize all Kiwanians who have been honored by important appointments or election to various offices or places of responsibility in public, professional, or business life. We also like to advise members concerning any distinguished service of Kiwanians. Any bit of news concerning any Kiwanian that is of exceptional character is desired for publication.

Articles should be specially prepared for The Kiwanis Magazine and should not be simply general syndicated articles which have been or are to be otherwise published. They should be typewritten and double spaced on one side of the paper. Newspaper clippings are welcomed when they accompany a prepared article but these are not to be forwarded with the request that we prepare an article.

Photographs forwarded with any articles should be, if possible, what are known as "gloss prints" and in all cases clear and good photographs. "Mats" and "cuts" cannot be used.

Do not promise, without corroboration of the editor or Magazine Department that an article will be published or when it will be published.

In special cases we shall strive to include a given article in the issue which seems to be the most appropriate but as a general rule it is not practical to give definite time for the publication of any article. All articles are used as promptly as conditions permit, keeping in mind that a diversity of content is desired in each issue of the magazine. A careful record is kept of the publicity for all clubs in all districts and every effort is made to be just as inclusive of all clubs as possible.

11. Budget, Accounting System and Auditing

The finances of Kiwanis International are controlled through semi-annual budgets for the two periods of January to June and July to December inclusive. The budgets are very carefully prepared by the Finance Committee and approved by the Board of Trustees.

A most thorough system of accounting, approved by the auditors, is maintained and each item in the entire system is defined in a classification of accounts.

The receipts from the \$2.00 annual dues of members, paid through the clubs, and the receipts from charter fees of newly built clubs and interest on securities owned and bank accounts are applied to the executive, publicity, service, field service, records, research, office management, Board, Council and Committee administration, and convention accounts. The receipts from the magazine advertising and the \$1.00 subscriptions paid through the clubs are applied to the magazine account. Receipts from the registration fees paid by all who attend the annual convention are applied to the convention account.

Since the Los Angeles convention in 1933 the registration fees have been \$10.00 for men and \$5.00 for women. The receipts from the purchase of Kiwanis supplies by the clubs are applied to the supplies account, the goods being sold at as near cost of material and handling as possible.

Certified public accountants are engaged as the official auditors. They furnish very thorough semi-annual and annual audits and the audit of the convention registration and hotel deposit fees. Complete monthly financial reports are submitted to the Finance Committee by the Secretary.

12. International Headquarters

The work of Kiwanis International is carried on under the direction of the Board of Trustees from International Headquarters which is located on the second floor of the McGraw-Hill Building, 520 North Michigan Avenue, Chicago. This office is in the executive charge of the International Secretary, assisted by the Assistant Secretary and nine staff men, with a clerical force of about sixty. There are also six field service representatives working under the Field Service Department in the building of new clubs and rendering of field service to "attention" clubs, and one of the Headquarters staff who gives part time to field work.

a. Departments and Their Work

(1) Executive Department

This department is in charge of International Secretary Fred. C. W. Parker, assisted by Assistant Secretary George W. Kimball. This department has direct supervision over all the work carried on by International Headquarters including arrangements for official meetings of Board of Trustees, International Council and committees; all financial matters and the regulation of expenditures to agree with the approved budget; the editing and direction of The Kiwanis Magazine; and the general executive control of the annual convention.

(2) Field Service Department

This department has charge of field work, first, in the building of new clubs; second, in field and other assistance to "attention" clubs, and third in personal contacts with district officers and with clubs (other than "attention" clubs) rendering assistance, developing sponsoring work, etc. This department is in charge of Walter Ingram with six full time field service representatives and one other Headquarters staff man giving about half time as field service representative. Mr. Ingram while required to remain at Headquarters most of the time to care for the supervision of the enlarged work of this department, gives some time to field work especially as matters arise requiring prompt attention when all field men are busy at work from which they cannot be taken away. Other members of the staff are often called upon for field service. These field service representatives receive

salaries and their field expenses are defrayed; therefore, all of their activities are determined by the department head with the co-operation of district officers. These field men are not assigned to fixed regions but are used as their abilities and personalities seem to fit them for the work assigned.

(3) Magazine Department

This department is in charge of Merton S. Heiss as managing editor and advertising manager. The International Secretary acts as editor of the magazine and maintains direct supervision over the content, make-up and publication of the magazine. Roe Fulkerson is retained as editorial writer to furnish each month two pages of editorials and his personal page and from time to time any articles requested by the Board of Trustees. He has no responsibilities in editing the magazine or managing the Magazine Department. The maintenance of the subscription list of The Kiwanis Magazine is supervised in the Bureau of Circulation and Classification of the Department of Records, but the expenses are charged to the Magazine account. Likewise, the subscription accounts and other clerical work of billing, etc., are cared for under the supervision of the Department of Office Management, but the cost is charged to the magazine account. The Magazine Department is responsible for the details in making up and publishing of The Kiwanis Magazine each month. It has charge of securing all advertising, gathering and selecting articles and material for each issue, preparing the make-up for the printer and supervising proof reading and publication.

(4) Department of Service

This department is in charge of Percy R. Monson assisted by Wilbur K. Neuman. It renders service to new clubs including instructions to newly elected officers and committees, plans for presentation of charters, etc., and renders service to all clubs, except "attention" clubs, as requested by the clubs through correspondence or personal calls and as initiated by the department on the basis of the study of monthly reports of the clubs, visitation reports of district officers and reports of "contacts" with other than "attention" clubs by field service representatives.

(5) Research Department

This department is in charge of James H. Lake. It has as its responsibility to maintain relations with various social service organizations, professional and voluntary, and keep informed concerning their programs, work, reports of activities and research and also to study the service and leadership activities carried on by Kiwanis clubs all to the twofold end: 1. To aid the International Committees in formulating volunteer service programs for clubs and in developing workable suggestions for carrying out these programs; 2. To aid the International Trustees in the development of annual objectives and in the study of organization problems.

(6) Department of Records

This department is in charge of C. Ed. Clough, who gives all his time to this work. This department is divided into three bureaus: 1. The Bureau of Circulation and Classification maintains the membership and classification records of the members of all clubs and keeps up to date the subscription list of The Kiwanis Magazine. 2. The Bureau of Tabulation maintains the charts on all clubs, digests all club and district bulletins, studies the reports of clubs and refers various information to the proper departments and develops statistics on various phases of Headquarters' work. 3. The Bureau of Reports checks the monthly, semi-annual and annual reports of all clubs, clears discrepancies on membership, and records the visitation and other reports from all districts.

(7) Department of Publicity

This department is in charge of Lawrence H. Dierks. This department seeks to create and place International publicity, furnish press notices for the use of clubs and districts as well as copy and cuts for special newspaper editions. This department takes charge of the publicity of annual conventions. Formerly a complete newspaper clipping service cover the United States and Canada was utilized, but now a selected clipping service is carried on.

(8) Convention Department

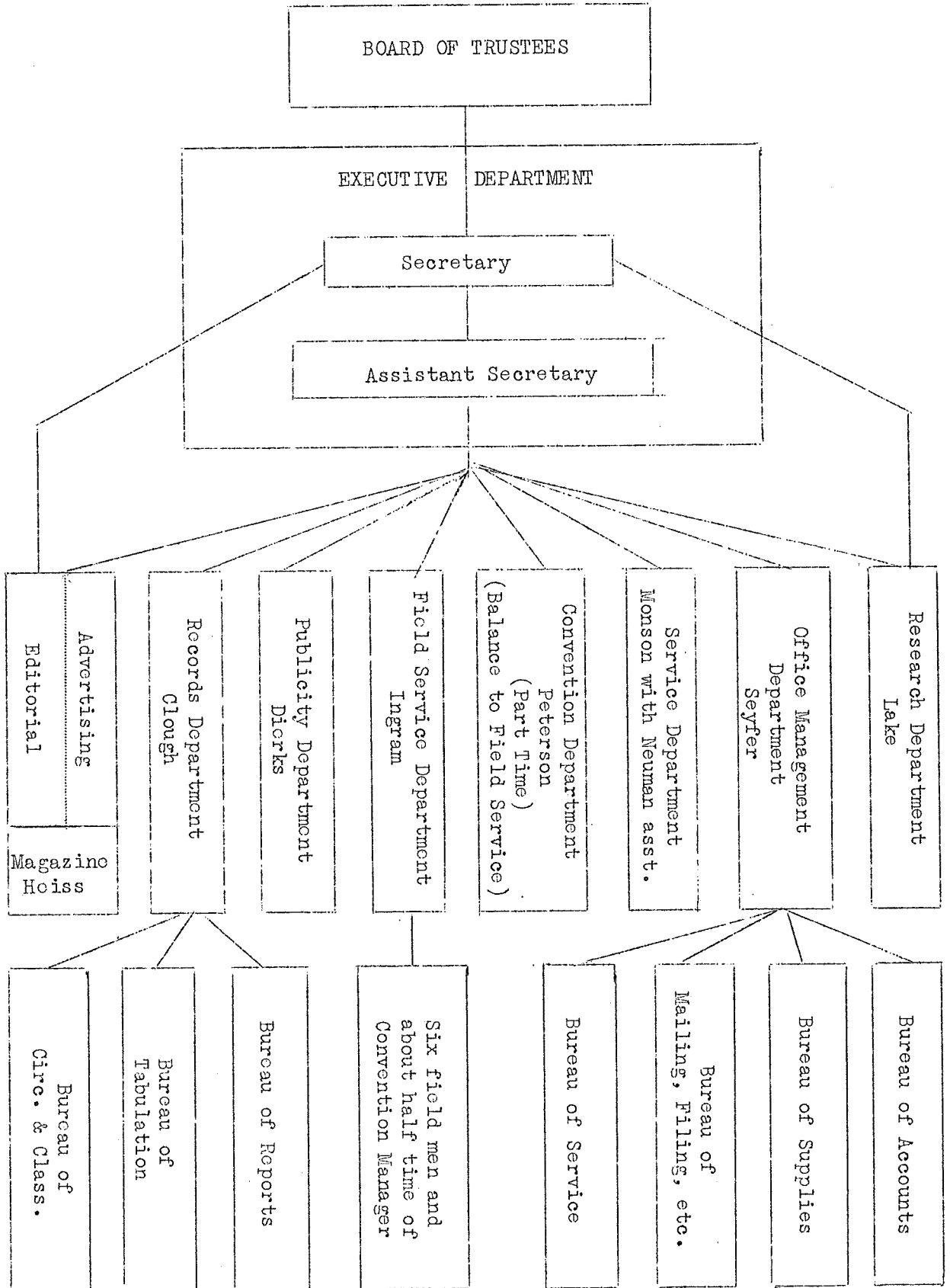
This department is in charge of O. Ewald Peterson, who also for the present gives about half time to field service work. The stenographic and clerical force varies as the needs exist in the proper handling of each convention. This department has charge of making surveys of all cities which the Board approves for the survey as the possible location for the annual convention. It also has entire charge of the convention office in the convention city and of the detailed advance management of the convention with the co-operation of the convention committees of the convention city club. During the convention, the International Secretary takes active charge of the general administration and the Assistant Secretary takes active charge of detailed administration with the assistance of not only Mr. Peterson of this department, but other staff men. The responsibility for the management belongs fundamentally to the Board of Trustees and all activities of the Secretary and his staff are in conformity with the plans and policies determined by this Board.

(9) Department of Office Management

This department is in charge of George A. Seyfer and is divided into four bureaus: 1. Bureau of Service has charge of incoming mail, the telephone and telegraph, and general office routine. 2. Bureau of Accounts has charge of all accounting work. 3. Bureau of Supplies has charge of receiving, storing and sale of all Kiwanis supplies. 4. Bureau of Mailing, Filing and Mimeographing has charge of the general files, the outgoing mail, addressographing, mimeographing, etc.

b. Chart of Organization

On the next page will be found a chart of the organization of International Headquarters which will assist in giving a clear understanding as to the various departments and bureaus and their executive relationships.



II. THE DISTRICT OFFICERS AND THEIR DISTRICT:

1. The Purpose of Districts and Their Divisions

a. Districts

The purpose of the district in Kiwanis is primarily educational and promotional, not legislative but co-operative, as outlined in the objects of the Standard Form for District By-Laws:

"To seek within the district and through the clubs of the district the attainment of the objects of Kiwanis International as set forth in the Constitution.

"To increase the fellowship and co-operative effort of the clubs within the district.

"To co-operate with Kiwanis International in building new clubs and in educating and strengthening clubs within the district.

"To promote participation of the clubs of the district in the general objectives, programs and policies of the district and of Kiwanis International."

The work of the district is chiefly to strengthen, stabilize, educate and inspire the clubs to perform their proper functions and to render service in their communities. In preparing these suggestions for your use, we have endeavored to keep this in mind.

Through the effective work of the district organization, the clubs and individual Kiwanians will come to a more complete knowledge of the ideals and purposes of Kiwanis International and will make marked progress toward the fulfillment of the objects and the achievement of the objectives which have been set forth. Increasing fellowship will be obtained, clubs stabilized, and added inspiration given so that the clubs will perform their proper function and service in the various communities.

Under proper leadership, clubs in every district will have a broader view of their relationship with other Kiwanis clubs throughout the International organization. Cities in which Kiwanis has not yet been developed will be investigated, and if possible, new clubs will be sponsored and co-operation will be given field service representatives in building the new clubs. Then at the close of your administration, you will most fully realize the truth of the statement that "Kiwanis is a conscious driving force toward newer and higher objectives."

b. Divisions of Districts

For the purposes of district administration, it has been found wise to divide the districts into divisions, the number depending upon the territory and the number of clubs to be included in each. The

boundaries of these divisions are definitely established and designated and a lieutenant governor is elected to assist the governor in each of these divisions. The divisions of the district are not additional organization units, but simply a convenient means for designating the field with which each lieutenant governor shall carry on his work of assisting the governor. In order to make certain that International Headquarters has correct information as to the divisions to which lieutenant governors are assigned and the clubs included in each, the district governor is requested to send to International Headquarters the information on a blank as shown in Exhibit "A".

2. Duties of District Officers

a. District governor

The district governor is the executive in charge of the district. He is an International officer representing the International organization in the district of which he is district governor. The work of the district governor is primarily to develop the plans and policies for the administration of a district and to give leadership and supervision to the work of the district. The extent of the district work is such that he must look to his lieutenant governors as his assistants to carry out under his supervision much of the detailed work in the district. The "contacts" and "official visitations" with clubs is the primary responsibility of the lieutenant governors. District governors will limit their visits to the weaker clubs to supplement work of the lieutenant governors and will take time from their executive and supervisory duties only for attending major inter-club meetings, divisional conferences, etc. District governors as executives should give constant supervision to the work of lieutenant governors and check up those who are not faithfully doing their work. The Standard Form for District By-Laws includes a provision (Article XIII, Section 3) for the election of a successor to an inefficient or uninterested lieutenant governor, and it is hoped districts will act in accord with it when necessary.

b. Lieutenant Governors

The lieutenant governors are assistants of the governor in his responsibility for supervising district executive work and especially in contacting and assisting clubs. They not only assist the district governors in the general work of the district but under his supervision, care for certain executive matters within their respective divisions, especially the visiting, stabilizing and inspiring of established clubs and leadership in the building of new clubs. The district governor should thoroughly instruct lieutenant governors in their duties and from time to time should check up on their activities, either personally or at a meeting of the district board.

The work of lieutenant governors may be visualized in a four-fold relationship:

(1) The lieutenant governors and their districts

In relation:

- (a) To the governor - an assistant in everything pertaining to the executive work of the district.

- (b) To the district organization

He is a member of the Board of Trustees, and as such he shares in the responsibility for the work of that Board in regard to district administration.

He is a delegate-at-large to the district convention and shares the responsibility of the convention with other delegates and delegates-at-large.

- (c) To the work of sponsoring and building new clubs

This is a special responsibility of his office. From his knowledge of the division he should suggest possible fields for extension and encourage the clubs to undertake the work of sponsoring. He should acquaint the governor with any opportunities for such extension and through the clubs of his division seek its accomplishment.

(2) The lieutenant governors and their divisions

Two major activities belong to this relationship:

- (a) The promotion of inter-club activities, such as inter-club meetings, divisional conferences, outings, field days, observance of special national days or special Kiwanis occasions which give opportunity for groups of clubs to unite.
- (b) Divisional training schools for club presidents and secretaries and, where possible, vice-presidents and committee chairmen. These should follow a comprehensive program of instruction upon the basis of the "Manual for Club Officers" and committee suggestions. This is a part of a general plan for leadership training concerning which special instructions are issued each year by the Board Committee on Training of Kiwanis Leaders.

(3) The lieutenant governors and their clubs

- (a) Official visitation. One of the important specific duties of lieutenant governors is the "Official Visitation" of all established clubs within their respective divisions, and the submission of official visitation reports giving the facts learned from such visitation, all of which is more fully developed in Section 7 following.

- (b) General "contacts." Apart from the more formal official visitation and survey of club conditions, the lieutenant governor will find it a valuable aid to his work to keep in touch with the clubs of his division informally, by occasional visits as frequently as possible and by personal contact with individuals as opportunities arise - by letter, by telephone or accidental meeting. After official visitations he will find it helpful to make additional "contact" visits to certain clubs with special needs. It is his province to keep his ear to the ground and post himself thoroughly on the situation in each club of his division. He should constitute himself the big brother of all his clubs and, without intruding into their affairs, should make himself at home in every club and let them know that he is one of them and that he is ready to help the officers of his clubs at all times in any way in his power.

(4) The lieutenant governors and district committees

In each division there will be some chairmen and members of district committees. The lieutenant governor can be of real assistance to the district governor in promoting the work of the district committees. He can especially assist them in their conferences with the corresponding club committees when making his official visitations and contact visits to clubs in his division.

He can do this by personal advocacy of committee work and especially by checking up on what has been planned and the steps taken toward its accomplishment.

Such close contact with the club committees and the district committees will not only promote the work of the organization but will prepare the way for a complete report of the committees. Many clubs do excellent work that is never reported because the club is more interested in the work than the story of it, but the lieutenant governor is in a position to appreciate the value of having others know about it, both that credit may be given the clubs and also that others may be inspired to do likewise.

c. District Secretary

In general the district secretary does everything he can to assist the governor in the administrative work of the district. Each governor should have a clear understanding with the district secretary in regard to the division of work between his office and that of the secretary.

A large part of the secretary's duty has to do with clerical work, in keeping of statistical records and the collecting of district funds. He receives copies of monthly reports from each club secretary and develops such statistics as may be desired by the district governor or committees in regard to membership, attendance, etc. He generally assists the governor in the preparation of the dis-

trict bulletin and other printed matter for the district. He cares for such general correspondence as is not of an executive nature. Executive correspondence should be cared for by the district governor himself. The secretary sends out all official notices of board of trustees' meetings, conventions, requests for reports, etc. In connection with the district convention he has specific duties as prescribed in the by-laws. In some districts he also serves as treasurer.

The governor should plan to have the district secretary care for all possible detail so that he may conserve his time to develop plans for the district, to keep in touch with the work of his lieutenant governors and to give supervision to all aspects of the district work, as well as to maintain official relationship with International Headquarters. The governor should make certain that the district secretary calls to his attention all facts and conditions revealed in reports and correspondence that should receive the attention of the head executive of the district.

The following indicates the main relationships of the district secretary:

- (1) To the governor - shares responsibility for the district bulletin, etc., and keeps governor informed of district conditions as revealed in club reports.
- (2) To the members of the board of trustees - sends notices of and attends meetings; keeps minutes and makes reports.
- (3) To International - attends convention, supplies information, furnishes report of district convention and of all district board of trustees' meetings.
- (4) To district convention - prepares and presents his annual report; sends official notice of convention and any proposed amendments; other specific duties in accordance with the provisions of the by-laws.
- (5) To clubs - collects district dues; secures monthly reports and compiles statistics; general correspondence.
- (6) To district committees - active relationship to Attendance Committee in supplying attendance figures and to other committees as occasion demands.

A separate Manual has been prepared for the use of the district secretaries.

d. District Treasurer

The duties of the treasurer are generally in line with common practice. The Standard Form for District By-Laws includes the following as his duties: "The Treasurer shall receive from the Secretary all funds paid to the district and shall deposit the same in the official depository. He shall disburse these funds in the manner authorized by the Board of Trustees. He shall countersign all checks. His accounts and books shall at all

times be open to the inspection of the governor, the board of trustees, and any authorized auditor. He shall make a report at the annual convention and at such other times as the governor or board of trustees may require. He shall give a good and sufficient bond to be approved by the Board of Trustees."

Any variations from this standard would be made clear in the by-laws of the district. In some districts the district secretary also serves as the district treasurer.

3. District Board of Trustees

As outlined in the district by-laws, the district board of trustees consists of the district governor, immediate past governor, lieutenant governors, district secretary and district treasurer.

Inasmuch as the management and control of the affairs of the district are invested in this board, it is necessary that regular board meetings be held. The number of meetings during the year will be governed largely by the policy which has been developed in each particular district. Every district should have, however, two full meetings of the board of Trustees, one prior to January 1, and preferably in connection with the training school of the governor for the district officers, at which time the new governor will present his plans for the new administrative year to the board, and the second prior to the district convention in the fall.

The district governor should prepare his year's program of work and objectives, submit it to the board of trustees at its initial meeting and accept its advice thereon. The adoption of the program by the board of trustees is most essential to the success of that program since it becomes the responsibility of every club in the district when approved. All matters pertaining to the district by-laws, district finance, the district conventions and the public activities program of the district should be laid before the board of trustees for action, with the exception of those matters which may have been adopted by the annual convention.

4. District Committees

In the educational and promotional work of the district, the district governor has the assistance of district committees in addition to the lieutenant governors. The work of these committees will be to a large extent follow-up promotion of plans developed for the clubs by the International committees.

One of the first problems the governor must solve is the appointment of district committees. These should be made with great care and on the basis of fitness for the work. No district governor can know all the available men in his district so he must seek the advice of the immediate past governor and other past governors and of past lieutenant governors as well as lieutenant governors. He may in some cases desire to secure from lists of club presidents exceptionally capable men and the fields in which they are peculiarly interested. In the selection of the chairman, oftentimes someone who has served on the committee the previous year may have shown such interest and ability as to warrant

his being advanced to the chairmanship. The retiring chairman is a good source of information concerning the ability and initiative of the members of previous committees.

The governor should appoint committees only after each man has been asked to serve and has agreed to accept the appointment and to work on the job. Membership on district committees is not an honorary position, but a definite assignment of responsibility and a challenge to serve.

In some districts the attempt to secure efficient functioning of district committees has been made through some particular scheme of appointment such as geographical proximity to the chairman, members from each division, etc. In large districts to have one member of each committee from each division makes an unwieldy committee for practical purposes. From experience it may be definitely stated that none of these schemes is a substitute for fundamental interest in the field of the committee activities and good hard work. Without this, no scheme brings effective committee work. With this, regardless of location or other handicaps, committees will function. The district governor should take time for careful instructions to and guidance of his committees.

5. Comprehensive Plan for the Training of Kiwanis Leaders

District governors have a very definite responsibility to initiate plans in their districts, divisions, and clubs for the carrying out of the comprehensive plan for the training of district and club leaders, which has been adopted for the year.

The importance of the training courses for Kiwanis leaders is emphasized by the fact that the revisions of the Standard Form for District By-Laws and for Club By-Laws require the assurance of candidates for district office and for office of club president to attend training schools as called for under the plan for leadership training outlined by International.

At the International Council, December, 1928, the International Secretary presented a paper entitled "A Comprehensive Plan for Leadership Training" which was published in The Kiwanis Magazine for January, 1929, and this plan was again recommended in his annual report to the Milwaukee Convention and in his report to the International Board of Trustees in July of that year.

Beginning in November, 1929, and each year since a very thorough going series of courses for the training of leaders has been carried out. The courses are prepared by a special committee of the International Board of Trustees.

The training school for district governors-elect and for International committee chairmen for 1940 is at the International Council in Chicago, November 8-11, 1939.

TRAINING SCHOOLS FOR DISTRICT AND CLUB LEADERS OF 1940

This committee has submitted a prospectus including the following training courses:

District Training School for Lieutenant Governors -
November 20 to 25, 1939 -

This will give the governor two full weeks for preparation following the Council.

Divisional Training School for Club Presidents - December 4 to 9 -
Under the supervision of the lieutenant governor-elect.

Divisional Training School for Club Secretaries - December 4 to 9 -
Conducted at same time and place as school for presidents and under supervision of lieutenant governor-elect.

Club Training School for Club Officers and Directors - December 11 to 16 -

Under supervision of club president-elect.

Club Training School for Club Committee Chairmen - December 11 to 16 -

Under supervision of club president-elect.

Exhibit "B" gives the entire prospectus with outlines of all courses, copies of which are sent to district governors, lieutenant governors and district secretaries for 1940.

This is the standard plan for training schools for district and club leaders which several years of experience has shown to be most satisfactory.

In a few districts, however, a centralized system is used for the district rather than to have divisional training schools. In such districts as consider such a plan advisable it is suggested that it be carried out in the week of December 11 to December 16 for a two-day period, the first day for a school for district officers and the second day for club presidents and for club secretaries. This centralized plan for district schools is not to be confused with the plan for mid-winter conferences carried out by some districts in January in addition to their full schedule of training schools.

In some districts, mid-winter conferences are held early in January in connection with the installation of district officers, at which conferences for club officers are conducted which discuss various problems of club administration. These conferences however are not to be confused with training schools and the conferences should by no means supplant the training schools.

A clear distinction should be made in planning and thinking between "schools" of training in details of administration and "conferences" for general discussion of certain topics and for inspiration and morale building. The programs of the mid-year and other "conferences" should be made definitely different from the detailed courses of training in the "schools."

It is obvious that this plan of "schools" contemplates much more detailed and comprehensive instruction and discussion than usually is given in "conferences" of club officers. The schools provide for a thorough discussion of the main aspects of district and club administration; not the discussion for an hour or so of a few special topics. In other words, this plan provides for training schools, not conferences.

Following the training of the district governors-elect at the International Council it becomes their responsibility to give their earnest efforts to carrying out in divisions and clubs this clearly defined comprehensive plan for the training of our leaders.

Better progress has been made in districts and divisions than in club leadership training. Special effort should be directed to make certain that clubs more faithfully conduct club training schools for their officers and committees.

District governors, lieutenant governors and club presidents must be teachers as well as executives and leaders. District governors-elect should assume the personal responsibility for the training of the lieutenant governors, district treasurers and district secretaries and of the district committee chairmen. They should also co-operate with lieutenant governors in the carrying out of the divisional training schools. Club presidents should fulfill their responsibilities as teachers of the other club officers and directors and the committee chairmen of the respective clubs.

6. Agenda and Program for the Meeting of the District Board of Trustees

The meeting of the district board of trustees is a business meeting of those responsible for the administration of district affairs. Lieutenant governors, district treasurers and district secretaries as members of the district boards of trustees share with the district governors in responsibility for efficient district administration.

The meeting is held at a large expense of time and money and it is therefore essential that the district governor should outline most carefully in advance the agenda of business which should receive attention and the general program for the meeting. There are certainly sufficient matters of importance which should receive the attention of such a board so that proper planning is necessary to secure the desired results from the meeting.

The following are some general suggestions in regard to the meeting of the district board of trustees:

a. Nature of Meeting

- (1) Meeting place should be chosen in regard to its central location and accessibility to all members of the board.
- (2) All day session desirable.
- (3) Break day with model club luncheon with all best Kiwanis features carried out. Some districts hold an installation banquet in the evening.

- (4) Discussions should be limited.
- (5) Hours should be arranged if possible to eliminate early leaving to catch trains.
- (6) This is a business meeting of the district board of trustees. It is to be kept separate from any training courses which may be held at the same time and place.

b. Advance preparation

- (1) Governor should outline his entire program in advance to include:
 - (a) All points which necessarily are discussed at each meeting and which have to do with the administration of the district.
 - (b) All matters peculiar to his own district, including the item in his district activities program, special problems of the district, etc.
- (2) Governor should ask certain men to be prepared to offer remarks on assigned subjects.
- (3) If possible mimeographed copies of the agenda should be prepared for all trustees. Having an agenda in the hands of all present insures the orderly procedure of business and the prompt dispatch of essential business; no time is lost over trivialities and the available time is properly distributed among all the items of business. Necessary items of business should be considered first with special topics and problems for discussion last.
- (4) Meeting room secured with all accommodations in advance.
- (5) Notices should be sent far enough in advance to secure acceptances.

c. Administrative Items of the Agenda

- (1) Initial meeting of new board of trustees in December or January:
 - (a) Reports of 1' retiring governor
2' retiring lieutenant governors
3' retiring treasurer
4' retiring secretary
 - (b) Message of governor and the "Official Representative" emphasizing plans, objectives and program for the year.
 - (c) Report of Finance Committee - discussion of the budget
 - (d) Appointments -- Secretary
Treasurer
Auditor
District Committees

- (e) Selection of depository for district funds
- (f) Designation of officers who shall sign checks
- (g) Stipulation of treasurer's and secretary's bonds
- (h) District Convention - place, date, character, committees
- (i) International Convention - itinerary, promotion
- (j) District Bulletin - character, frequency, distribution
- (2) Pre-convention Meeting of Board of Trustees:
 - (a) Report of Secretary - including statistics of district
 - (b) Report of Treasurer - financial condition to date
 - (c) Report of Convention Program Committee
 - (d) Report of Laws and Regulations Committee
 - (e) Report of Governor and of Lieutenant Governors
 - (f) Consideration of location of next district convention
 - (g) Recommendations to convention

d. Suggested Topics for Discussion

- (1) Consideration of ways and means to standardize and stabilize all clubs, and particularly any club showing indications of weakness.
- (2) Discussion of increasing and strengthening the membership of clubs.
- (3) Stimulation of sponsoring and development of strategic plans for building new clubs.
- (4) Discussion of inter-club affairs
- (5) District committees
- (6) District and International objectives and activities
- (7) Visitation of clubs and report of officer making visit on standard visitation report forms.

e. "Question Box"

A period of an hour set aside to ask questions of the trustees regarding their knowledge of club, district and International affairs has an educational value that is worth while. Topics such as the following can be used:

Standardization of club forms; dues; luncheon notices
 Relation of Kiwanis to other groups
 Membership Standards and Methods
 Public Activities
 Classification
 Club Morale
 Welcoming of New Members
 Frequency of Directors' Meetings
 The Kiwanis Magazine
 Local Conditions - Political
 Attendance - District and International Conventions, etc.

7. "Official Visitations" and "Club Contacts" by Lieutenant Governors

There are two different types of personal contact with clubs by lieutenant governors:

a. Official visitations

An official visitation by a lieutenant governor calls for something more than mere attendance at a club meeting or an address before a club meeting. It calls for a lieutenant governor to spend a day or a good part of a day with a club, attending the club meeting where possible, but far more important and essential attending a meeting of the board of directors and holding conferences with the club president and other officers and the committee chairmen. By this means the lieutenant governor is expected to learn the real condition of a club through frank questioning and discussion and where there are manifest needs assistance and counsel are to be rendered. An official visitation calls for a very thorough analysis as to the condition, functioning, finances, and activities of a club.

b. "Club Contacts"

By a "club contact" of a lieutenant governor is meant a less formal and thorough call upon a club or a short conference with officers or board or an attendance upon a meeting with a chat with the president or some officer or committee. In such a "club contact" a lieutenant governor is not expected to make the thorough check that is intended at the time of the official visitation. These "club contacts" are made by lieutenant governors to prepare the way for the later official visitation or to supplement the official visitation by a check on some matter that was discussed at the time of the official visitation, or to deal with some special problem of the club. These "club contacts" are supplementary to the official visitation which is the major responsibility of the lieutenant governor.

Official visitations and "club contacts" are most important phases of district administration and of the responsibility of lieutenant governors. Only through such thorough official visitations of clubs and supplementing "club contacts" can be maintained the proper relation of the district and International with the clubs and only by these means can proper information be secured concerning clubs and the thorough standardizing and stabilization of clubs be accomplished. (See Exhibit "C")

The responsibility for official visitations and "club contacts" is primarily that of the lieutenant governors as assistants to the governor. The district governor's first duty is to give his time and strengthen to thinking, planning and supervising all phases of district administration. A district governor, except in rare instances and under special circumstances, or in small districts, will not have time to go personally to all clubs. District governors, however, should appreciate that they are responsible executively for seeing that the lieutenant governors carry out faithfully their duties in official visitation and "club contact." There may be times when a district governor will make an official visitation at the request of a lieutenant governor because of certain circumstances or because of illness.

Normally, however, the only visitation work of district governors in going personally to clubs consists of "club contacts," supplementing the official visitation and "club contacts" of lieutenant governors. District governors should especially plan to supplement the work of lieutenant governors by going personally to weak and "attention" clubs or to any clubs where there are exceptional problems. This is the primary duty of district governors in this phase of district work.

There are two types of report blanks for the use of lieutenant governors:

a. Report Blanks for Official Club Visitations (See Exhibit "D")

By the very character of an official visitation the official report blank in connection with such a duty is more extensive than the one for a more incidental and supplemental "club contact." The report of an official visitation deals with five major matters: (a) general condition of the club; (b) the club meeting; (c) the board of directors' meeting; (d) the club officers; (e) the club activities.

b. Report Blank for "Club Contacts" (See Exhibit "E")

This is obviously a briefer form but one which permits an orderly reporting of any special information that might be helpful to the district and International in better understanding and better serving the club.

Each report blank should be studied as it indicates to a certain extent the difference in the nature of the two responsibilities, an official visitation and a "club contact." As standard procedure it is suggested that lieutenant governors as early in January as possible make a get-acquainted "club contact" with each of the clubs of their division as a means of preparing the way for the more formal and thorough official visitation. After the club is fully functioning under the new president, it is felt that the official visitation can be most effectively made along in March and April and certainly before the International convention.

In the case of some clubs, following the official visitation it will be advisable for the lieutenant governor to make supplemental "contacts" with the club to follow the results of suggestions or the further developments in certain matters discussed at the time of the

official visitation. The short report blank for club "contacts" is the one to be used in all contacts with clubs before or following the official visitation but this short form should not be used for the fundamental official visitation. For this the more lengthy and complete blank is essential.

The district governor should see to it that his lieutenant governors thoroughly understand the nature and purpose of an official club visitation as well as a "club contact." An official visitation is a most important matter for which they need to make very thorough preparation. Unless a lieutenant governor thoroughly informs himself on all phases of Kiwanis and has a thorough knowledge of Kiwanis literature and the service available through International Headquarters, he is in no sense prepared to do this official visitation work. He should also prepare himself with as much information as possible concerning the club he is to visit in advance of the official visitation.

Some lieutenant governors claim that they make official visitations to clubs even where they have not sent in official reports. While in some cases it may be true that thorough official visitations are made without the forwarding of reports experience shows that for the most part when reports are not forwarded official visitations as we intend them have not been made but only what we term "club contacts."

The official visitation reports should be promptly forwarded to International Headquarters as well as to the district secretary, so that from a study of these reports, as well as from correspondence, the various phases of assistance which International Headquarters and the district can render may be extended to clubs. The work with the extremely weak clubs has revealed the fact that in most cases information concerning the condition of these clubs had not reached district and International Headquarters early enough to permit the best possible assistance being rendered. Lieutenant governors should give priority to "attention" clubs in making their official visitations.

District governors are urged to make certain that this work of official visitation and "club contacts" is thoroughly carried out, for there is no better means for accomplishing progress in their districts than through this work.

8. District Budget

Every Kiwanis district should conduct its finances under a budget plan. This is most important as the success of any organization is grounded on the proper use of available funds and adequate control of expenditures. These ends can be best secured through an officially adopted budget.

At the beginning of the district year, a budget should be carefully prepared on the basis of available data as to probable receipts and expenditures. This budget should be prepared by a Finance Committee which committee should present the budget to the board of trustees for approval. After the approval of the budget, expenditures should be made in accordance with the provisions of the budget.

It is impossible to suggest any standard budget which will meet all of the conditions in each district. The detail of expenditures should in no case exceed a conservative estimate of the revenue which may reasonably be expected from district dues or any other source. Certain items, of course, should be included in every budget and we offer below suggestions as to such items.

Another point which should receive the definite attention of district governors is to see that district funds are expended in accordance with the purpose for which they are collected and that accounts are kept to show clearly the receipts and expenditures for different purposes. Where money is paid for subscriptions to district bulletin and for convention expense such money should not be spent on general administration, and separate accounts should be kept to show the receipts and expenses for each purpose for which funds have been collected. It is not sound accounting under such circumstances to include all moneys received in one general account of receipts and all expenses, regardless of the purpose for which they are made, in a general account of expenditures. Such an accounting method can cover up the fact that money collected for one specific purpose has really been spent for another. A district governor, as chief executive of the district, should see to it that his finances are on a sound plan and that the accounting methods used are above criticism.

SUGGESTED OUTLINE FOR DISTRICT BUDGET

A. Receipts

Practically all districts receive income from district bulletin subscriptions and/or convention per capita assessments in addition to the district dues to cover district administrative expense. Billings for these are either annual on January 1 or semi-annual on January 1 and July 1. Estimates of different types of income should be made in separate accounts accordingly in the budget.

Most district budgets would therefore show the following income divisions:

- a. For General District Administration - district dues, interest and miscellaneous
- b. For District Bulletin - subscriptions
- c. For District Convention - per capita assessments

B. Disbursements

The number of divisions of expenditures will obviously correspond to the number of different divisions for income. Most districts should have therefore three major divisions of expenditures: general district administration; district bulletin; and district convention. Only the main sub-divisions of these various accounts are suggested. As many refinements of these can be made as are required.

a. General District Administration

(1) District Governor

- (a) Office Expense (Rent, etc.)
- (b) Stenographic and Clerical
- (c) Stationery and Supplies
- (d) Postage
- (e) Telephone and Telegraph
- (f) Travel
- (g) Miscellaneous

(2) Lieutenant Governors

- (a) Stationery and Supplies
- (b) Travel

(3) District Secretary

- (a) Salary (if any)
- (b) Office Expense
- (c) Stenographic and Clerical
- (d) Stationery and Supplies
- (e) Postage and Express
- (f) Telephone and Telegraph
- (g) Travel
- (h) Miscellaneous

(4) General

- (a) Insurance, Bonds and Taxes
- (b) Training School Expense
- (c) Mimeographing Bulletins, etc.
- (d) Committee Expense
- (e) Trophies
- (f) Printing (except bulletin or convention program)
- (g) Incidental

b. District Bulletin

- (1) Clerical
- (2) Publication
- (3) Mailing
- (4) Miscellaneous

c. District Convention

- (1) Clerical
- (2) Promotion (Publicity)
- (3) Printed Programs
- (4) Speakers
- (5) Entertainment
- (6) Decorations
- (7) Registration
- (8) District Officers' Travel
- (9) Stationery and Supplies
- (10) Postage and Express
- (11) Telephone and Telegraph
- (12) Miscellaneous

Obviously the accounting should follow the major divisions of the budget keeping the items of income as well as expense under the proper division of accounts, thus designating definitely receipts for the purposes for which they are collected and expenditures under the proper division of accounts. These methods for budget and for accounts will facilitate the proper use of funds collected for specific purposes and avoid the serious mistake of using funds from one account for some other purposes.

9. District Convention

The annual district convention presents an unusual opportunity for Kiwanis education, fellowship and inspiration. The district convention presents an excellent opportunity for informing individual Kiwanians in regard to the details of club and district management.

With the increasing size of Kiwanis International, it is essential that certain larger problems and aspects of the organization be dealt with at International conventions. This places an unusual responsibility upon the districts to make their conventions supplement the programs of the International conventions rather than simply to have the district conventions develop as smaller International conventions.

The most important point for the district governor to keep in mind is that the convention is a district convention and, therefore, it should be managed by and be thoroughly under the control of the district board of trustees and its executive head, the district governor. In no sense should it be under the final control of the host club, even though that club through its committee activities will have a large part in carrying out the convention plans. The district control should include convention finances, management and program, both business sessions and entertainment.

The official program should be determined only by the final approval of the district board of trustees. The district Committee on Convention Program, with the co-operation of the governor, should develop the program of the business sessions and with the co-operation of the host club should also develop the program of entertainment. The final program, including the entertainment features, should have the careful consideration and approval, after necessary revision, by the district board of trustees.

The district governor should give to the district Committee on Convention Program his suggestions on program and urge its prompt beginning of developing the program for the next convention in a manner to give the maximum educational value to the Kiwanians in attendance. The regular sessions of a district convention are of paramount importance and nothing should be allowed to interfere with the official business sessions. There should be no conflicting entertainment features and such features as golf tournaments, athletic events, football games, etc., should not be held during sessions. From experience, we believe parades, fantastic regalia and other decorations are not in keeping with a convention of Kiwanis. Increasing importance is being placed upon conferences at district conventions and it is hoped that in addition to any conferences for club officers, the program will provide discussion time at the sessions on certain topics and a general conference for all on topics of special interest to the clubs of each district.

Suggestions for district conventions and district convention programs are furnished the district governors each year by a committee of the International Board of Trustees. Copies of these suggestions are given to the district governors-elect at the International Council. Later each governor is sent three copies - one for himself, one for the general chairman of the host club committee, and another for the chairman of the district Convention Program Committee.

To secure the largest results from district conventions, it is essential that whatever the size of the attendance, the representation of all clubs should be sought most aggressively. It is also advisable to have as large an attendance as possible of members as well as delegates.

The financing of district conventions has been one of the real problems faced by some of our districts. It has become increasingly apparent that in all districts methods must be adopted so that an excessive burden will not fall upon the host club. At the present time, different methods of financing district conventions obtain in various districts but there is a very definite increase in the number of conventions that combine a per capita assessment for convention purposes with a smaller registration fee. This plan is based on the principle that the business and administrative aspects of the convention benefit all Kiwanians in the district and, therefore, all should bear a portion of this expense, while those who attend the conventions only share in the entertainment features which should in a general way be financed through registration fees although it is not practical to attempt to keep the financing of business and entertainment features separate. The districts that have adopted this system are the more successful in adequately and happily handling the finances of their district conventions.

In preparation for the district convention the governor has many matters to attend to. He should make certain that the convention committee of the host club is appointed early and that the best men possible are selected for the various phases of responsibility. He should check up on their meetings and developing plans. He should keep in touch with the Committee on Convention Program, so that he has a vital part in the development of the program. The Publicity Committee needs guidance and instruction in developing the plans for publicity well in advance. A check should be made upon the secretary's forwarding of any official notices or announcements of amendments to district by-laws, etc. If it can be arranged, there is a great advantage in having the reports of district officers and district committees mimeographed or printed in advance of the convention.

At the time of the convention, the following matters should receive the governor's attention:

Appointment of necessary committees at first session -
 (Resolutions
 on (Credentials
 (Elections

Announce necessary divisional meetings
 Study election procedure and make provision accordingly
 Keep the by-laws handy but know the rules

Keep things moving. Business sessions should have snap,
 Proceed steadily and end on time
 Relax tension frequently with a song, especially while
 copies of reports are being passed

10. The District Officers and the International Convention

The district governor should be in attendance at the Annual Convention of Kiwanis International. In 1940 this convention will be held in Minneapolis, Minnesota, June 16-20.

The governor should see also that his lieutenant governors are present so far as possible. In some districts it is made an understood condition of election to the important office of lieutenant governor that the club honored by having a lieutenant governor chosen from its membership see that he is one of their delegates to the convention, provided the district does not meet his expenses or it is not financially possible for him to go otherwise.

One of the early things to be done by the governor is the appointment of an "On-to-Minneapolis" Committee. As chairman of this committee there should be, if possible, a man who has previously attended an International convention so that he can from experience "sell" to the Kiwanians of the district the benefits to be derived from attending a convention. Other members of the committee should be carefully selected so that the various divisions are properly represented. Many successful convention committees have been composed of former lieutenant governors. This plan is recommended for consideration.

a. Hotel Reservations

There is nothing mysterious about hotel reservations and it is important that a governor during the early days of his administration acquaint himself and his lieutenant governors and through them the Kiwanians of his district with the district plans for hotel accommodations.

Hotel reservation contracts are sent out from the Convention Office generally in February, a supply going to each club secretary together with a letter of explanation. Copies of these letters also are sent to the district governor and the other district officers. If the "On-to-Minneapolis" Committees have by then been announced (and they should have been) copies of these letters are sent to the chairmen of these committees.

A special letter is mailed from the Convention Office to the district governor urging that his reservations be sent in as speedily as possible so that the most favorable hotel accommodations can be secured. While under the present plan adequate first class hotel rooms are available for all, yet there are some hotels and rooms more desirable than others. Inasmuch as hotel assignments are made in the order of the receipt of the reservation contracts in the Convention Office, a delayed reservation may make impossible the arranging of as good quarters in as important a hotel as the governor desires. With the letter from the Convention Office there is sent a supply of reservation contracts for the personal use of the governor so that he may fill them out and have them sent through immediately.

Correspondence with the governor relative to his hotel preferences and the preferences for his district is initiated by the Convention Office. The governor is advised that early receipt at the Convention Office of hotel reservation contracts from his clubs will keep district reservations together, provided, of course, that reasonably uniform prices are requested.

Obviously all districts cannot be quartered at the hotel where the International Executive Offices are located. This hotel although officially not termed the "Headquarters Hotel" is much referred to in these terms, but it is not always the best hotel from a convention housing standpoint. Sometimes other hotels are better equipped for comfort, more moderately priced and regarded as more desirable from the delegates' viewpoint.

There are no reservations made without hotel reservation contracts and the contracts are to be accompanied by a hotel guarantee deposit of \$5.00 per person which is sent to the Convention Office and when the assignment is made is turned over to the hotel.

The Convention Office will be opened in Minneapolis in March.

b. District Breakfast Conferences

Many governors find it advantageous to hold daily breakfast conferences for their delegations during the convention. Aside from the fellowship engendered it provides the time and place for caring for district details including the selection of those district representatives for the Conference on Recommendations for Nominations held Tuesday night of the convention.

c. District Dinners

One of the most pleasant features of an International convention for districts is the district dinner held on Tuesday evening of the convention week. These dinners are from 6:30 to 8:30. Representatives from the International Board of Trustees are assigned to bring greetings and brief messages and the International Committee on Music assigns entertainment to each dinner.

Through correspondence with the district governor the Convention Office recommends available private banquet room facilities to the governor, submits menus and makes the preliminary arrangements. In the event the governor assigns some other member of his official family to handle the arrangements the correspondence is with him. The final responsibility for all arrangements and guarantee is the district's, not that of the Convention Office.

With twenty-nine districts needing dinner space it is necessary that the information as to the number to be present and the type of menu desired be completed at as early a date as is possible. Should it be planned for two or more districts to join in the dinner it is particularly necessary that these plans be gotten under way early.

Any merging of districts for a district dinner is arranged by the districts themselves. There are no merger assignments made by the Convention Office. The Convention Office supplies information as to what has been the custom of each district in the past and specifically what was done last year. It is the governor's obligation from there on.

Prices for district dinners are never more, generally less, than charged for the same type of meals in private banquet halls by the hotels. While all preliminary correspondence is handled through the Convention Office, it is very necessary that the responsible district official get immediately in touch through the local Committee on District Dinners with the hotel management and complete the arrangements so there can be no slips. A local convention committee working through the Convention Office will have men definitely assigned to definite district representatives waiting to serve them immediately upon their arrival. Failure to take advantage of this service has caused inconvenience which could have been avoided.

It is recommended that if certain extras are included in the price of the district dinner ticket, this be clearly indicated in order to be fair to the hotel. In the past, there has been criticism of the hotels because of the price of the dinner served when actually a considerable portion of the dinner ticket included funds for other purposes and did not represent the amount paid to the hotel for the dinner. It is only just to the hotels that convention representatives and delegates know what the ticket price includes.

d. District Headquarters

There seems to have been a return during recent years of the sound custom of maintaining district headquarters offices at International conventions. A governor at comparatively small cost makes available to his district a convenience which adds greatly to the pleasure of the delegates and visitors and to the efficiency of the district organization.

At Minneapolis there will be available several types of space for district headquarters, such as regular hotel rooms stripped of bedroom furniture and with office furniture substituted, suites of offices and sleeping rooms and hotel sample rooms. These will be reasonably priced and may be had in any of the larger hotels of the downtown section. Special equipment including typewriters can be rented by the district officers and upon request made through the Convention Office the local committee will make such arrangements. Early reservations are suggested.

e. Reservation Information

From the date of the first assignments (probably about April 1) governors as well as "On-to-Minneapolis" chairmen and the district secretaries will be advised of the reservations received at the Convention Office.

Governors are urged to correspond freely with the Convention Office where prompt replies will be given to correspondence and prompt convention service rendered.

All hotel reservations must be made through the Convention Office, Hotels will not accept direct reservations and all of their available rooms have been furnished under contract to Kiwanis International.

11. District Objectives

District objectives should include the objectives adopted for the current year by Kiwanis International and any other district objectives should be in thorough harmony with the objects and objectives of the International organization.

12. Membership Upbuilding - Increase in Numbers and Quality

One of the most important matters to which district officers should give leadership is the encouragement of clubs in the continued building up of their membership in numbers and in quality. The fundamental reasons for urging this is so that they will have as strong and representative a membership as possible in order to render service and give leadership to that which will make for the betterment of their communities. The stronger the personnel of a club the more representative it is and the better qualified is it to give expression to Kiwanis objects and objectives in its community. This should be emphasized in discussing with clubs the reason for attention to membership development. In other words, the reason for each club seeking to increase and strengthen its membership is so that the club may perform its own best service in its community and not in order that the statistics for district and International shall be increased.

There is surely encouragement from the changed trend in the International membership as revealed in the statistics for the entire organization. The monthly net gains instead of losses have continued except for the semi-annual roster check months practically since January 1, 1934. Our membership is now some 26,500 larger than it was at its depression low point. These statistics certainly show that we are making progress in membership gains. This fine record should not only generally encourage us but should inspire all clubs to be sure that by proper attention to membership development they can do much to overcome the loss in membership that some of them have suffered.

To maintain the highest efficiency of a club its officers and board should see to it that continuous attention is given to maintaining the membership in numbers as well as in quality. A good football team is maintained only by continuous and earnest attention to the building up of its personnel. Not otherwise is it with a Kiwanis club.

District leaders have a great opportunity to educate our clubs as to the value of proper personnel and to inspire clubs to take definite action at this time to build up their membership to normal numbers and with comprehensive representation, reasonable age-average, and the strongest possible quality.

Lieutenant governors, as well as governors, in contacting with clubs should most carefully discuss the membership problem with the officers and boards. As a rule, membership is not given proper continuous attention in our clubs. Those clubs that do keep constantly working through their Membership Committees, officers and boards in the up-building of their membership maintain their membership and the quality of their personnel in an excellent manner. In too many clubs, however, attention to membership is given only spasmodically when somebody happens to realize that there have been a number of deletions. In other clubs Membership Committees fail to understand that they are responsible for a constructive program in securing new members and in strengthening by proper selection the personnel of the clubs. Too often they think of themselves solely as a sort of jury that is to determine the qualification of new members that are suggested and secured by other members.

Under III. (In the index) "The District Officers and Their Clubs" see Section 2,

- i. Maintenance of membership and classification
- j. Understanding of various classes of membership

13. Building of New Clubs

The extension program in any district is largely dependent upon the district governor. His inspiration and his leadership must carry the program on. His constant interest in and check on sponsoring work is essential. His study of the field for possible prospective cities is necessary. His co-operation with the sponsoring club, the field representative and International Headquarters is vital.

The time has fully arrived in Kiwanis when the building of new clubs should be carried on under a carefully developed strategic plan and not be allowed to result from simply the chance interest of an individual or a club. In our extension work we should move forward with the strategy of an army and not by guerilla tactics. It is also essential that the building of such new clubs as we deem it advisable to complete should be carried on in a wise, aggressive manner. We do not need to increase Kiwanis statistics but we should seek wisely to expand the influence of Kiwanis and to make certain that Kiwanis enters communities which may be lost to our organization because preempted by the more aggressive methods of other similar organizations.

The district governor, through the district organization, has a local contact by which to decide upon the desirability of a proposed city which cannot be had at International Headquarters. Because of this fact, the Field Service Department of Kiwanis International relies greatly upon the judgment and recommendation of the district governor concerning the matter.

In the consideration of the extension problem of your district, you should bear in mind that there are some cities which desire a Kiwanis club that are not desirable localities for one and that population cannot be considered as the only factor in determining the question. In most districts where there are cities in which there should be Kiwanis clubs, there are some cities which have greater strategic value to the future of Kiwanis than others. Therefore, we feel that in considering

the possibilities for extension, the district governor should not only consider the list of possible cities but should also consider the location compared with other possible Kiwanis cities, the proximity of other Kiwanis clubs, the type and character of the city and then should decide upon a definite program.

We feel that there has been a tendency toward a more or less haphazard development of new clubs in some districts and we would like to see a more definite and strategic plan laid out for the development of cities within each district which will have a logical background, the reasonableness of which will appeal to and secure action from the established Kiwanis clubs.

When such a list of prospective cities has been made up, definite assignment should be made to the established Kiwanis club or clubs jointly best fitted to do the sponsoring work, and no unnecessary delay should be allowed in the beginning of the sponsoring program. There can be no question as to the activity of service organizations similar to Kiwanis and many fine cities which will support one high-grade service club will be lost to us if the sponsoring work is neglected.

We are of the opinion that the sponsoring plan, as suggested in the pamphlet "Successful Sponsoring" (Exhibit "F") is desirable and assures success. We believe that it is desirable because it asks that the sponsoring club shall not attempt to build the entire club nor to secure the entire membership. This assures us of a membership in the new club which is selected and satisfactory to the group of representative men who have signed the petition. (Exhibit "G") The membership, selected in this way under the direction of the field representative, is sure to be properly classified and to be of high quality. If the larger group plan is used, invariably it is found that invitations have been extended to those whose classifications will conflict, and in many instances, to men not of highest calibre.

When the petition has been presented, there is the opportunity for investigating the key group before Kiwanis has been obligated in any way and the opportunity of rejecting the club is ours but a very embarrassing situation exists when a sponsoring club has held a large group meeting, extended general invitations and has practically organized a club before any International representative has been present. The use of the petition also assures us of a group of men pledged to the development of the club.

It is very desirable that the invitation to membership in the new Kiwanis club shall be extended by the local men themselves. The petition pledges the signers to active co-operation and support and when the field representative is dispatched to the new city he is able to develop a new Kiwanis club in a manner commensurate to the size and dignity of Kiwanis International.

The relationship of the district governor and the field representative should be one of complete harmony and understanding. These men are required to be in very close association with the governor and it is only by co-operation and understanding that the best interest of the district as well as Kiwanis International can be served. We believe

that these Kiwanians who are devoting their time to the establishment of new Kiwanis clubs and the promotion of Kiwanis ideals throughout the United States and Canada are conscientious gentlemen and we ask that the same courtesy be extended to them that would be extended to any other International representative. We feel that such recognition by district officials will be greatly appreciated by them and will serve in making the representative even more loyal and painstaking for the proper development of Kiwanis in your district.

The Field Service Department at International Headquarters is ready to serve and co-operate with each district governor in every way possible in promoting the building of new clubs. It has been responsible for outlining the plan by which the remarkable growth of Kiwanis has been made possible. We believe that it can be of distinct service to you and your district in the further development of new Kiwanis clubs at those points which offer opportunities for permanent, quality Kiwanis clubs.

New club building should become a vital activity in every district. Necessary details as to procedure are outlined in the pamphlet, "Successful Sponsoring" which is Exhibit "F" in this manual.

Desirable extension projects should receive the attention of the officers and Board of an established club, more or less adjacent to a prospective community. The preliminary work should include a survey of the prospective town or city (See last page of "Petition for the Organization of a Kiwanis Club"). If satisfactory, an effort should then be directed toward securing an adequate nucleus of key men who are willing to cooperate with a Field Service Representative when the latter is assigned to care for the completion of the new club.

District officers and sponsoring committees should note the suggestions clearly outlined in the "Successful Sponsoring" pamphlet.

14. Minimum Charter Membership

The minimum charter membership of a Kiwanis club shall not be less than twenty-five (25) active members. In the event the sponsoring club finds it necessary to delay permanent organization it is permissible to form a provisional or temporary organization of at least fifteen (15) members in communities offering practical opportunities for at least twenty-five (25) charter members. The temporary organization should continue to function for such necessary period as might be required to secure the full number of charter members, but not for more than ninety (90) days unless special permission is granted from Kiwanis International. It should be the aim to bring about the permanent organization with the required minimum number of men (twenty-five) with as little delay as possible. (See Exhibit F, Successful Sponsoring, page 8.)

15. The Chartering of New Clubs

The presentation of a charter to a new Kiwanis club is an outstanding event in the life of that club. It is an exceptional opportunity to present the objects, objectives, activities and ideals of Kiwanis to the new members and to give them a fuller understanding of their responsibilities as Kiwanians.

In order that the program for charter night may be worked out in the finest possible manner it is desirable that the district governor and the sponsoring club co-operate with the new club in the planning of its program. The district governor should ask the new club to submit an outline of its program to him before it is finally set and printed in order that he may have the opportunity to make suggestions or corrections. The lieutenant governor of the division in which the new club is located will co-operate with the governor in caring for these matters. In case printed programs are used, samples may be secured from International Headquarters. It is most advisable that the names of the district and International officers be included on any printed program both as information and also as emphasizing the relationships of the new club to both district and International organizations.

Each group of men seeking a Kiwanis charter is asked to meet the following requirements:

- a. Adopt by-laws which should be substantially the Standard Form for Club By-Laws submitted by the field representative.
- b. Pay prorated International dues and magazine subscriptions for the remainder of the current six months' period.
- c. Maintain its membership to date of charter presentation at at least the number indicated in "Application for Charter."

The presentation of charters to new clubs in behalf of Kiwanis International is generally made by the district governor of the district in which the club is located. In case a district governor cannot, or for some reason considers it inadvisable to present a charter, it is suggested that if possible he ask to act in his place the lieutenant governor of the division in which the club is located or a lieutenant governor in a nearby division or the past governor located nearest to the new club.

The expenses of the district governor, or his official substitute in such presentation, are defrayed by Kiwanis International. Traveling expenses are defined as railroad fare and Pullman berth or parlor car seat by direct route to and from the place of meeting, meals en route, and hotel and meals at the place of meeting. If automobile is used, the expense is submitted on the basis of the railroad fare plus living expenses for the time involved in railroad travel. Exhibit "H" is expense report blank.

The properly signed charter for each new club will be forwarded from International Headquarters to the district governor or to the substitute officially designated by him after the club has met all requirements. In case, through misunderstanding or through some special circumstances, the charter is forwarded before all requirements are made, the district official responsible for presenting the charter is asked to make certain, even by telegraphing to International Headquarters, that all requirements are met before the charter is presented.

The following suggestions in regard to charter presentation include the main points which should receive consideration:

a. Purpose

The purpose of charter night is:

- (1) To give public recognition of the building of the new club and its affiliation with the International organization.
- (2) To present the charter, which is the official certificate of the affiliation of the club with Kiwanis International.
- (3) To impress the members with the purposes and ideals of Kiwanis and their responsibilities to club, district and International organization.
- (4) To secure the pledge of officers and members for the carrying out of their duties.
- (5) To educate the community, through publicity of the occasion, concerning the Kiwanis club and the ideals of Kiwanis in general.

b. Types of meeting

Two types of charter meeting are common:

- (1) A meeting attended only by men. This is coming to be one of the most common types of charter presentation, especially since it is very often impossible for a club to secure a room large enough to entertain all the guests from the community and from neighboring clubs, members of which often attend in large numbers.
- (2) A meeting attended by the ladies as well as men. When conditions permit, this type of meeting has certain advantages because it is helpful to the club to have the ladies also understand the definite principles and ideals of Kiwanis.

c. General suggestions

- (1) The district governor will present the charter in person or designate a lieutenant governor to do so in his stead.
- (2) Hold your meeting in a room where the ventilation and acoustics are as good as you can secure.
- (3) Serve your dinner at as low a price as possible, compatible with good quality and good service.
- (4) If possible, hold your meeting in a place where smoking is permitted, so that no difficulties will arise if some members desire to smoke.

d. Program suggestions

Program arrangements should be made with a view to having everything interesting and having the program move with snap. Care should be taken that it is not too long.

(1) Program content

The program should be arranged so that it will be appreciated and care should be taken to see that it is worked out in this way. Every feature of the program should be chosen with a view to making it dignified from first to last.

The evening's program should be prepared along the following lines:

- (a) Address of welcome to visitors by the president of the club or some one whom he may designate.
- (b) Some good special music such as a male quartet, glee club, or good soloist, preferably a man.
- (c) Charter presentation by the district governor or lieutenant governor designated by him.
- (d) Acceptance of charter by president of the club. The acceptance speech should be brief and to the point and it may well express to those present the assurance of the members of the new club that they will fulfill their obligations as Kiwanians as outlined by the district official in presenting the charter.
- (e) Brief talk by prominent member other than president indicating that the rank and file of the club will support the chief executive in carrying on the work of the club under his leadership.
- (f) Closing remarks by visiting Kiwanian. This talk should be given by some visitor who has had sufficient experience in Kiwanis to know for what the organization stands, and who is able to express himself in a forceful manner as to the good derived from affiliation with the great International Kiwanis movement.
- (g) Greetings by telegram or letter or from club or personal representatives should be given a place on the program. If there are numerous messages, it may be necessary merely to mention the names of the clubs or persons from which they come.

(2) The printed program

A neat, carefully prepared program should be provided. It should be:

- (a) Not too expensive

- (b) Made as attractive as possible
- (c) Should include -
 - Names of club officers
 - Names of district officers
 - Names of International officers

(These suggest the larger relation of club to district and to International)

 - Names of members of the club
 - The menu
 - The program for the evening
 - Songs to be used in the program
- (d) May include a short sketch of the city in which the club is located

e. Guests

It is usually thought advisable to invite guests, among whom the following are suggested:

- (1) The sponsoring club should always be invited to attend with as large a representation as possible.
- (2) Representatives of other neighboring clubs should be invited also.
- (3) It is often considered advisable to invite the officers of similar organizations in the community, including Rotary, Lions, etc., and the officers of the Chamber of Commerce.
- (4) In addition to representatives of neighboring clubs, it has often been the practice to invite men of other nearby communities where it is considered possible to build a Kiwanis club at a later date.
- (5) Circumstances and seating capacity will govern the number of outside invitations issued.

f. Invitations

Unless some plan is adopted that guarantees to the new club the number attending the banquet from other Kiwanis clubs, the new club is very apt to find itself either faced with a deficit or embarrassed due to lack of adequate provision. Too much emphasis cannot be placed upon this phase of the arrangements by district officers.

- (1) In extending the invitations to other clubs, the request should be made that the secretaries of the clubs invited notify the new club's secretary of the number of reservations they will require. The date for the return of the information on reservations should be placed far enough in advance of the charter party so that complete arrangements

can be made. At the same time an agreement should be made with the caterer whereby the guarantee can be reasonably increased or decreased at short notice.

- (2) It is suggested in extending invitations to visitors that information be given in definite but courteous manner as to whether or not they will be expected to pay for their own meals. It has been proven that it is not a good plan to invite them and leave a chance for a misunderstanding as to whether or not a charge is to be made for the meal. In this connection it should be remembered that there is quite a general practice in Kiwanis that "every Kiwanian pays his own way," and this plan should certainly be followed if a large number of guests are invited. It is a mistake for a new club to assume too heavy financial responsibilities in the matter.

g. Welcome to new club by other clubs of district

That the new club may be made to feel the cordiality of its welcome into the "district family," the governor should notify the other clubs of the district about the time and place of the charter presentation and give them the president's name and address, suggesting the desirability of sending as many members as possible to the presentation meeting or at least a message of congratulation and cordial welcome. This is usual Kiwanis practice and is a courtesy which should not be overlooked.

h. Prompt notice to International Headquarters concerning date of charter presentation

As soon as the date for the presentation of the charter to a new club has been officially settled through the co-operation of the club and the district governor through his lieutenant governor, the district governor should make certain that a notice of said date is immediately sent to International Headquarters, so that the charter can be prepared and forwarded in ample time to reach the official responsible for the presentation of the charter. Some embarrassment has been caused in the past through the failure of district governors to send prompt information to Headquarters concerning charter nights. Responsibility for this should rest with the district governor, however much his fellow officers may have to do in assisting him in the determination of the date.

i. Reports of charter presentation and expenses

A prompt report of each charter presentation and the traveling expense in connection therewith should be forwarded to International Headquarters. In case the presentation is made by a lieutenant governor, it is suggested that the report be forwarded through the office of the district governor in order that he may know about the club and the charter presentation and also in order that he may approve the expense report. Attached is Exhibit "I", the report form for charter presentation. As already mentioned, Exhibit "H" shows the expense blank for reporting traveling expenses of charter presentation.

16. Speakers' Bureau

Speakers' Bureaus have been established in several districts and have proved of great service to the clubs in building interesting programs. This is a service which a district is better able to render than International Headquarters. In some districts the district secretary is made responsible for the maintenance of the Speakers' Bureau, and in others the responsibility is placed with some committee.

An adequate Speakers' Bureau should include the following types of speakers and programs:

- a. Kiwanians who are capable of speaking on Kiwanis and on Kiwanis educational topics.
- b. Kiwanians and non-Kiwanians who can present talks on general-interest subjects.
- c. Active lists of acceptable and worthwhile visual education programs such as motion pictures, slide-films and stereopticon slides.

Obviously most of the speakers will be listed from clubs and communities within the district, but it is suggested that contiguous districts exchange lists of speakers who are located near their common boundaries. Too little district co-operation has been used in developing speakers' lists. The district secretary or the committee responsible for the operation of the Speakers' Bureau should use every means possible in securing the names of speakers of ability who may be available for club appearances.

One of the serious problems involved in operating a Speakers' Bureau lies in keeping information up to date. It is far easier to develop an initial list than to continue a live one, and yet the list must be maintained well to be of any real value to the clubs. In addition those administering a Speakers' Bureau should make very careful investigation of all speakers and programs before recommending them to the clubs in order to avoid giving approval to programs not acceptable under the purposes of Kiwanis. If this practice is followed, propagandists, speakers with an axe to grind and others who are not bona fide in their motives and statements will be prevented from disseminating unacceptable and undesirable information. All too often one hears complaints concerning speakers who attempt to introduce some form of publication or instruction for sale among members. Most of these complaints could be avoided if every district would adopt a definite policy of investigation in advance and an understanding with the speakers before recommendation to the clubs.

Whenever those responsible for administering a district speakers' bureau come in contact with a criticism of this nature, International Headquarters should be notified for a possible warning to all clubs. Moreover, if those administering the district speakers' bureau are in doubt concerning the reliability and authenticity of a potential speaker, information concerning such speaker and his past record of appearances before Kiwanis clubs may often be obtained from International Headquarters.

17. Inter-Club Activities

The district governor through the district Committee on Inter-Club Relations and with the co-operation of lieutenant governors, should seek to make certain that inter-club activities are carried on throughout the district. In too many districts inter-club meetings are allowed to result from the chance interest of this or that club. It is believed that the district Committee on Inter-Club Relations should thoroughly plan the inter-club activities of the district so that during the year all clubs shall participate in some inter-club meetings. The Twenty-Fifth Kiwanis Anniversary offers a great opportunity this year for an enlarged program of inter-club activities. The program of District Inter-Club Day or District Inter-Club Week is a most desirable one to carry out because it involves a district-wide plan of inter-club meetings which is inclusive of all clubs either as host clubs or guest clubs. The leaflet on the work of the Committee on Inter-Club Relations will offer many suggestions.

18. District Bulletin

All districts should maintain district bulletins as a useful means of contact between the governor's office and other district officers and the clubs throughout the district. The function of the district bulletin is to bring about a closer co-operation of the club with the district and the division; to assist in the promotion of International objects and objectives; and to create a district consciousness.

The district governor should be editor-in-chief of the bulletin. His responsibility is the development of editorial policy, if not the editorial work. In some districts the district secretary determines the editorial content and in others the work is delegated to interested Kiwanians such as newspaper men, publishers or district chairmen on publicity.

Editorial work and printing can be delegated, where necessary, with the following considerations: pick an editor who knows publishing and editorial work; see that this Kiwanian is sincerely interested in his opportunity; and secure an acceptance from him that he will do a thorough job.

Costs for a printed bulletin according to general district budget estimates, average from \$420 to \$3,200 on a twelve months' basis; for a mimeographed bulletin, \$200 and up; and for a planographed bulletin, \$500 and up. Comparative costs of these three types, printed, mimeographed or planographed, on four pages, 8 $\frac{1}{2}$ " by 11", are always determined by local labor costs and grade and price of paper.

There are other operations such as assembling, folding, addressing and mailing which also are determined by local costs.

It must always be remembered that costs increase in ratio to the number of pages for a bulletin. Therefore printing with 10-point type means that much more reading matter can be set on four pages than when typed, thereby reducing costs as page content can be increased. Printing becomes the cheapest method, depending upon the number and size of pages. It must not be forgotten that added pages also mean added weight, thereby increasing mailing charges.

Methods of distributing district bulletins vary widely. Some are sent in bulk lots to clubs for distribution; others mailed to officers and to chairmen. Probably the most effective method, where it can be worked out, is to secure second-class rates through the post office department, which permits the forwarding of the bulletin to all Kiwanians in the district. Any publication of the classification type in which district bulletins fall and which possess a bona fide subscription list can secure a second-class mailing permit which permits the mailing of such publication at the rate of $1\frac{1}{2}$ cents per pound.

The subscription list can be secured by making a regular charge for the bulletin and deducting such charge from any regular district assessment. For this method Kiwanis International will furnish a perforated gummed mailer strip at a cost of eighty cents per thousand names. For ungummed unperforated strips the cost is twenty-five cents per thousand names. Through the use of such strips there is no need to keep a long addressograph list constantly up to date, or undergo the original cost of acquiring such a list. At International Headquarters approximately 2,000 corrections every month are made in the mailing list of The Kiwanis Magazine, and corresponding changes are included in the mailer strips available to districts.

Some districts mail their bulletins in envelopes, feeling that the extra attention thus gained and the more satisfactory condition of delivery justifies the extra cost. Other districts address their publications directly on the bulletin. In any event the bulletin should be placed in the mail in a size and shape that will insure its delivery to its destination in the best condition possible.

An additional major mailing list should be maintained to include International officers, honorary members, friends and other individuals who should receive the bulletin. This list should be controlled so that postage will not become too expensive.

There is a general agreement that the district bulletin should not be a small magazine, but should have a content definitely of the bulletin type. It should promote the various district policies and phases of district work, inter-club meetings, district conventions, etc., and spread throughout the district information about the activities of the various clubs. It should carry also changes in club officers' names and addresses, monthly attendance records of the district and other items of district news, which are of interest to the Kiwanians of the district.

To be of greater service to the district the bulletin should be representative of all the clubs, and methods should be adopted that will make certain that club information is received by the one responsible for publishing the bulletin.

Upon occasion the statement has been made that district bulletins are not read. Study has developed the following reasons for this failure which may be remedied by proper editorship: unattractive make-up; uninteresting editorial comment; and the fact that front pages carry too little news and information, and oftentimes are filled with one long message which in itself will not attract attention.

Another criticism is that many bulletins are too statistical. Except to the statistical-minded, cold figures are usually uninteresting.

To get results from their bulletins district governors should study the front pages of newspapers and note how many stories are presented as well as their variety. Information and news should be humanized and long reports should be skeletonized or edited down. Above all bulletin contents should not be coldly statistical. Good sources of interesting news items are the weekly club bulletins.

All district officers are urged to place International Headquarters on the mailing list to receive their bulletins and are encouraged to exchange their bulletins with other districts. Club secretaries should be requested to mention the bulletin in their weekly luncheon notice and make comments concerning its content.

19. Continuity of District Administration

a. The District Governor and His Predecessor

The immediate past district governor is a member of the district board of trustees. His recent experience should be a very valuable source of information and judgment concerning district problems, which the governor can employ tactfully, even though the retiring governor may be reluctant to proffer his advice and too modest to act unless requested to do so.

Past governors of former years may often be called into active service by the governor without prejudicing the employment of new men and new ideas in the district work. These past officers have a fund of experience that the wise governor will capitalize for the good of the district.

The active interest of the past governors can often be kept alive by assigning to them some specific undertaking, perhaps some project in which they were especially interested when in office. The immediate past governor might be given charge of some activity which he had been interested in promoting but had not completed during his term of office.

From all his predecessors the governor who is eager to approach his task in the right spirit can obtain many suggestions and valuable advice. But the initiative in utilizing this wealth of information and observation will necessarily rest with the governor.

b. The District Governor and His Successor

The problem in this relationship is how to carry on the work vigorously to the end of the year and then to turn it over to the new governor in such a way that one administration may merge smoothly into the other with the least possible loss of momentum and without friction. Preparation for the transition should begin as soon as the election has taken place. The courtesies of congratulation will pave the way to an offer of any possible assistance to the governor-elect. He will need copies of by-laws, and insight

into administration methods, reports, memoranda of the previous year's preparation for January first and similar helps. These should be furnished freely upon request, and all reports of the year should be promptly turned over as soon as completed.

Sometimes it is harder to let go than to take hold, but with tact the retiring governor can offer his services and make suggestions which may be of great value to his successor and preserve that continuity of administration which engenders good feeling and co-operation.

Often the retiring governor can also successfully encourage his secretary and treasurer as well as his lieutenant governors to give special attention to assisting their successors. The lieutenant governor might well invite his successor to accompany him on an official visitation and instruct him in the art of making a helpful report to International and the district. His knowledge of the personnel of the clubs in his division should be useful in suggesting possible men for district committees. And his general knowledge of the executive work should qualify him for great usefulness in divisional training schools for club officers.

20. Continuity of District Records

Official district records should be maintained and turned over from one district administration to another. As a rule this duty can best be performed by the district secretary. In this permanent file of general information will be kept monthly club reports, district committee reports, programs of conventions, outlines of training courses for various groups of leaders, official statements of convention finances, minutes of Board of Trustees' meetings, and district conventions, district bulletins, proceedings of International conventions, etc.; also a binder of The Kiwanis Magazine for the current year. This permanent file of official district data and information should be, at the close of each administration, passed on to the next district secretary in case a new secretary is chosen.

21. Supplies for District Governors

Samples of all Kiwanis literature which is available without cost are included in a separate binder.

In addition, the following supplies and literature are being forwarded under separate cover:

200 blue official envelopes and letterheads. (For your correspondence with district and International officials.)

100 return envelopes.

10 each - following pamphlets:
 Kiwanis Helps in Print
 Kiwanis in Brief
 Kiwanis and Me
 Kiwanis and You
 Successful Sponsoring

Maintaining Maximum Membership and Representative Leadership
 The Value of Kiwanis
 The Evolution of Kiwanis
 A Kiwanian and His Work
 Ideals of Kiwanis
 Kiwanis
 Back in Kiwanis
 Fundamentals of Kiwanis
 Individual Worth
 Back to Fundamentals
 Functions of Kiwanis Clubs and Chambers of Commerce
 A Proven Plan for Increasing the Membership of a Kiwanis Club
 Kiwanis Vocational Guidance
 Vocational Guidance - A Play
 Policy Relating to Community Service Activities
 Kiwanis Progress Flashes
 Suggested Greetings to New Members
 Constitutional Objects and Objectives - 1939-40
 What of the Luncheon Clubs?
 Program of Personal Service for Under-Privileged Child
 Kiwanis Statement of Business Standards

1 Manual for Club Officers

2 Complete sets of pamphlets of suggestions for club committees

6 Charter expense blanks

6 Charter presentation reports

6 each: Constitution of Kiwanis International
 Standard Form for Club By-Laws
 Standard Form for District By-Laws

6 Official reports of club visitation

6 Reports of Club Contact

5 Petitions for the Organization of a Kiwanis club

1 Supplies Catalog

1 Song Book (music and words)

1 Song Book (words only)

6 The Under-Privileged Child (Toronto report)

6 Suggestions for Charter Presentation

22. The District Governor's Calendar

It is of definite assistance to a district governor to have an outline of some of the main duties and events of his year's work in calendar form. What he does not do himself he must see that some one else does. He is the district executive.

It is suggested that each governor make out such an outline for himself and his district. The following suggestions of what to include will help in doing so:

THE GOVERNOR'S CALENDAR

November, 1939 - December, 1940

1939

November

1. Attendance at International Council, with training in district administration at Governors' Conferences - November 8 to 11
2. Review and careful study of "Manual for District Officers"
3. Conferences with Immediate Past Governor and other past governors
4. Correspondence or contact with Lieutenant Governors-elect to inspire their interest and co-operation in the work for the new year
5. Selection of District Secretary
6. District committees
 - a. Appointments
 - b. Acceptance
 - c. Instruction
 - d. Program
7. Training school for district officers, November 20 to November 25
 - a. Place
 - b. Time
 - c. Course of training
8. District Board Meeting, November 20 to November 25
 - a. Time
 - b. Program
 - c. Plans for divisional training schools for club presidents and secretaries, December 4 to 9, and for promoting club schools for other club officers and committee chairmen
 - d. Report - digest with main action and reports, to be sent to International Headquarters by District Secretary
9. Letters to club presidents-elect

December

1. Divisional Training Schools, December 4 to 9
2. Club Training Schools, December 11 to 16
3. Appointment of Committee on "On-to-Minneapolis" or at least a chairman
4. Preparation of January District Bulletin

1940

January

1. Installation of officers and mid-winter conference
2. Twenty-Fifth Kiwanis Anniversary Week, January 14 to 20
3. International convention plans (transportation and other plans for district delegation, etc.)
4. Prepare and distribute list of district officers and committee men
5. Club installations of officers
6. District news to The Kiwanis Magazine
7. Selection of clubs to be visited
8. Preparation of February District Bulletin
9. Promotion of Lieutenant Governor initial contact visits, preparatory to official visitations
10. Promotion of clubs forwarding Achievement Reports before February 1, referring to the fact that districts compete now on record of clubs in Achievement Reports
11. Billing of clubs for district dues (annual or semi-annual as district by-laws provide)

February

1. Plans for Speakers' Bureau
2. Preparation of March District Bulletin
3. Check-up with District Secretary on
 - a. Billing
 - b. Collections
 - c. Reports
 - d. Membership
 - e. Activities
4. Selection of clubs to be visited
5. District news to The Kiwanis Magazine
6. Judging Achievement Reports and choosing winner in each contest division
7. Forwarding to International Headquarters by March 1 of winning Achievement Reports for District

March

1. International Convention
 - a. Publicity in district
 - b. Hotel reservations
 - c. Election of delegates by clubs
 - d. Contact Convention Office at Minneapolis concerning arrangements for
 - (1) District office
 - (2) District breakfasts
 - (3) Room for meeting to elect representatives to Conference on Recommendations for Nominations, if breakfasts not planned
 - (4) District dinner
 - e. Plan for sending any district material for exhibit and for urging clubs to send material to International Headquarters
 - f. Plans for district sending any musical talent or musical organizations to International Convention
2. Preparation of April District Bulletin
3. Divisional Conferences
4. Push official visitations by Lieutenant Governors
5. District news to The Kiwanis Magazine

April

1. Preparation of May District Bulletin
2. Promotion of attendance and club representation at International Convention
3. Check on work of Lieutenant Governors
4. Push work of district committees
5. Push follow-up of delinquent clubs by Lieutenant Governors and District Secretary
6. Conference with Lieutenant Governors for check-up of divisions
7. Check with International Convention Office regarding delegates and hotel reservations
8. District news to The Kiwanis Magazine
9. Promote attendance of Lieutenant Governors at International Convention
10. Observance of United States-Canada Good Will Week, April 28 to May 4

May

1. Preparation of June District Bulletin (promotion of International Convention)
2. Check up on "On-to-Minneapolis" Committee
3. Check up by divisions on club representation at Minneapolis Convention
4. Final plans for observance by clubs of "All-Kiwanis Night" on June 17
5. Promote inter-club meetings
6. District news to The Kiwanis Magazine
7. Conference with Committee on District Convention
8. Visit district convention host club
9. Check with District Secretary on clubs
 - a. Delinquent reports and finances
 - b. Membership
 - c. Activities
10. Work out details of district plans for International Convention Official requirements:
 - a. Plans en route
 - b. District office setup at Minneapolis
 - c. District breakfasts, or if no breakfasts, meeting room for choosing representatives to Conference on Recommendations for Nominations
 - d. District dinner

June

1. Final promotion of International Convention attendance and club representation
2. Final check on "On-to-Minneapolis" Committee
3. Final promotion of observance of "All-Kiwanis Night" June 17 by clubs
4. International Convention, June 16 to 20
 - a. Official conference of delegates and delegates-at-large for selecting three representatives to Conference on Recommendations for Nominations
 - b. District breakfasts
 - d. District dinner
5. Preparation of July District Bulletin

6. District news to The Kiwanis Magazine
7. Observance by clubs of Canadian Citizenship Week, June 30 to July 6 (Canadian clubs only)

July

1. Complete check of district conditions
 - a. Lieutenant Governor visitations
 - b. District committee work
 - c. Clubs
 - (1) Official reports
 - (2) Delinquencies
 - (3) Activities
 - (4) Membership
 - (5) Participation
2. Detailed planning for district convention
3. District convention promotion
4. Preparation of August District Bulletin
 - a. Story of district participation at International Convention
 - b. New International President
 - c. Plans for district convention
5. District news to The Kiwanis Magazine
6. Semi-annual billing of clubs for district dues, if district has semi-annual payment

August

1. Preparation of September District Bulletin
2. District news to The Kiwanis Magazine
3. Exhibits for district convention
4. Promotion of district convention attendance and club representation
5. Final check on all plans for district convention
6. Preparation of reports for district convention
7. District convention (to be included in whatever month each district holds its convention; must be held between August 1 and October 15)
 - a. Board meeting
 - b. Divisional meetings of delegates:
 - (1) To choose representatives to Conference on Recommendations for Nominations
 - (2) To suggest nominee for Lieutenant Governor for 1941

- c. Conference on Recommendations for Nominations
- d. Conference with District Governor-elect and other officers-elect
- e. Report -- full or digest -- of convention and Board meeting to International Headquarters

September

- 1. Preparation of October District Bulletin
- 2. District news to The Kiwanis Magazine
- 3. Completion of official visitations by Lieutenant Governors
- 4. Collection of financial obligations
- 5. Renewed promotion of committee work
- 6. Observance by clubs of Constitution Week, September 15 to 21 (United States clubs only)
- 7. Call attention to by-law provisions for election of club officers

October

- 1. Quarterly check on all administrative detail with District Secretary
- 2. Preparation of November District Bulletin
- 3. District news to The Kiwanis Magazine
- 4. Letter to club presidents urging carrying through to December 31 and completing program outlined
- 5. Conference with District Governor-elect

November

- 1. Preparation of December District Bulletin
- 2. District news to The Kiwanis Magazine
- 3. Push Lieutenant Governors to complete work
- 4. Clear all delinquencies
- 5. Participate in leadership training of officers-elect

December

- 1. Suggestions to Governor-elect for January District Bulletin
- 2. District news to The Kiwanis Magazine
- 3. Audit of district books
- 4. Letters of appreciation to:
 - a. Lieutenant Governors
 - b. Committee Chairmen
 - c. Club Presidents
- 5. Final effort to clear delinquencies of reports and finances

III. THE DISTRICT OFFICERS AND THEIR CLUBS

The most important duty of the district governor is his attention to the watch care of the clubs of his district so that these clubs shall conform to standard Kiwanis practice in structure, procedure, objects, objectives, general activities and interpretation of Kiwanis ideals. While at times a club may think that local conditions justify some deviation from standards, it may be certain that the standard practice developed through the combined activity of some two thousand clubs, and determined by Kiwanis International, is generally for the best interests of that club.

The district governor, with the co-operation of lieutenant governors and district secretary, should keep thoroughly informed in regard to the condition of the clubs of his district and should see to it that these clubs are helped in all possible ways through correspondence and official visitation of lieutenant governors, supplemented by visitation from the district governor in special cases.

1. Service to Clubs from International Headquarters

The district governor and lieutenant governor should thoroughly understand the service which can be secured for their clubs through the Service and Field Service Departments at International Headquarters.

a. Service Department

The Service Department renders new clubs a standard service of instruction to officers and committees for a period of five months and each new club is given certain standard supplies including standard record system, etc. (See Exhibit "J") This department also renders service to all established clubs, except the "attention" clubs, on the basis of inquiries in person or by mail, and of visitation reports of district officials and monthly reports of clubs, which are studied to discover conditions in clubs requiring attention.

b. Field Service Department

This department gives its attention by personal field service contacts and correspondence to "attention" clubs requiring exceptional assistance; also to "attention" clubs not meeting, for rehabilitation or re-organization; to general "contact" visits with clubs and district officers, and to the building of new clubs. In all phases of its work the department maintains close co-operative relations with the district governor and lieutenant governors.

2. Points to Check in Official Visitation of Clubs

In the official visitation of clubs all phases of club functioning and activities should receive the consideration of the visiting official. However, experience has shown that there are certain points that need to be given special attention and a few of these are listed below.

a. Weekly Meetings Throughout the Year

Kiwanis is an active, going concern and clubs are expected to hold weekly meetings throughout the entire year. Experience has proved that this is essential to the maintenance of the active character and leadership of a Kiwanis club. There are some clubs that omit meetings during the summer and a few clubs that hold bi-weekly meetings. Both of these practices are unconstitutional and make against the true functioning of a Kiwanis club. The clubs practicing these deviations are few and the conditions they face are no different from those surrounding the large majority of other clubs that follow standard practices. There is no real justifying reason for clubs holding bi-weekly meetings or discontinuing meetings in the summer. There are many reasons against such practice.

b. Membership Fees and Annual Dues

Each club should be urged to adopt such membership fees and annual dues as will insure adequate income by which the club may carry on its activities and maintain its district and International affiliation through prompt payment of accounts and representation at all district and International meetings. Experience has shown that clubs often suffer and become weak through failure to adopt proper membership fees and annual dues.

c. Money Raising Methods

(1) Illegal Methods

In the past various instances have occurred in which clubs have become involved in sponsoring and promoting illegal money raising plans for the benefit of their activities. In some cases the schemes have involved the use of lotteries contrary to law; have used the mails to disseminate information concerning games of chance; and have made use of other questionable and illegal methods of raising funds. Such methods have resulted not only in adverse publicity for clubs promoting the schemes and for Kiwanis in general but have further resulted in criminal and civil suits against the clubs in question.

(2) Improper Methods

Although not involving illegal practices, in other instances clubs have used various improper methods of raising money, one of the most common of which has been the solicitation of money from outside a club's territorial limits. This has invariably resulted in unfavorable comment and publicity for the club. Such a method is obviously unfair and inequitable in relation to other Kiwanis clubs in whose territorial limits money has been solicited. Moreover, such a practice solicits money from people who generally do not benefit from the ultimate activity.

District officers can exercise a proper influence in guiding clubs engaged in money raising activities. Instances where clubs are known to be engaged in improper methods should be promptly and quietly investigated by district officers, and with their best counsel district officers should dissuade clubs from using such means. Publicity of any type should be avoided in giving counsel and moreover resolutions condemning such acts should be avoided because of the unfortunate publicity that would undoubtedly be given Kiwanis.

A list of approved money raising methods may be obtained upon request from International Headquarters by any club or district officer. The list is supported by bulletins giving detailed information concerning procedures.

d. Club Budget

No club should attempt to operate without a budget. Too many clubs operate without any stated financial plan and in case of the necessity of a large expenditure, such as sending its delegates to the International conventions, the club finds itself financially embarrassed and unable to maintain its International affiliation through representation. More than 75% of non-attendance at International conventions is due to inadequate finances. It is obviously impossible to indicate any standard budget that will do for all clubs. Some suggestions that will prove helpful in building a club budget are given in Exhibit "K".

e. Taxes

(1) Social Security Taxes and Reports (United States Clubs)

All clubs were notified in 1937 and 1938 that after formal request for exemption for Kiwanis clubs under the old age pension setup of the Social Security Act, the request had been denied and that in the opinion of our attorneys protest was useless and that clubs giving compensation to any one should file under the old age section of the Act. This ruling of the Treasury Department concerning United States Kiwanis clubs pertaining to the conditions under Titles XIII and IX of the Social Security Act is still in effect at the time this manual is being prepared in October, 1939.

United States clubs have been approached from time to time under the various state provisions under the unemployment section of the Social Security legislation. Through our attorneys an official interpretation as applied to the Kiwanis clubs was requested in 1938 from the Treasury Department as it was considered that no Kiwanis club would have more than two or three individuals who would receive compensation from the club. Those individuals would probably be the secretary, his assistant and possibly the pianist. However, in no club would there be as many as eight individuals employed.

The Treasury Department ruled, however, that in the interpretation of the Social Security Act, Section 1101 (a) (6) "the term 'employee' includes an officer of a corporation and there is no provision in the Act which indicates that the provisions of that section are dependent upon the payment of salary or other remuneration to the officer." The Ruling further stated: "In view of the foregoing, the officers of the local clubs of your organization together with the chairmen of the various committees who are performing services for such clubs should be included in determining whether the local clubs are employers within the meaning of Section 907 (a), Title IX of the Social Security Act."

Under this ruling of the Treasury Department, therefore, all clubs were notified that they should determine from the proper state officials whether they were subject to the various state laws.

Under the ruling as at present determined, all Kiwanis clubs in the United States must report to the Federal government under the provisions of the old age pension section of the Federal Act in view of the fact that each of the local clubs has officers. Moreover all clubs will have to report to their state governments and to the Federal government under the unemployment compensation insurance section in view of the fact that the Department has ruled that officers and club committee chairmen under the Act are considered employees, bringing the number in every Kiwanis club to more than eight.

The tax to be paid will be small inasmuch as the chairmen and officers perform their services gratis with the exception perhaps of the treasurer to whom the nominal sum of \$1.00 a year is paid and possibly some compensation to the secretary, his assistant, and to the club pianist.

Clubs that have not already done so are urged to take immediate action in learning their exact status from their states as indications are that in certain sections a checkup is being made of Kiwanis clubs with the result that some clubs are being required to pay back taxes plus penalties.

It is essential that every Kiwanis club set up the procedure required under its state laws and make returns in accordance with the provisions of the state and Federal Acts.

(2) Federal Income Taxes

The United States Treasury Department has ruled that Kiwanis International is exempt from income tax or capital stock tax returns, as long as there is no change in our organization, our purposes or method of operation.

More recently it has been learned that the Treasury Department has begun to ask individual clubs for financial statements to be considered under the Federal Income Tax law. Although Kiwanis International has always been ruled exempt

from the requirements of this law, there seems to have been a change in the attitude of the government concerning individual clubs. There have been only a few instances in which clubs have been examined concerning income tax payments. If requested by the government to furnish proof, United States clubs must establish their own exemptions in the payment of income taxes beyond the ruling that Kiwanis International has always been exempt.

Kiwanis clubs in Canada are exempt from federal income tax. For incorporated clubs only, there is a tax (really a filing fee) which is payable with the return of the annual statement of affairs to the government.

f. Regular Meeting of Board of Directors

Regular monthly meetings of the Board of Directors of a Kiwanis club are essential. Many clubs find it desirable to hold more frequent meetings. If a regular meeting schedule of the board of directors is inaugurated, with a percentage of these meetings held in conjunction with the chairmen of the respective committees to discuss committee programs, more membership interest will be generated within the club itself. No club is so small that it cannot profit by the combined planning of all through a monthly meeting of its board of directors. A Board of Directors meeting should not be held in conjunction with the club meetings except in emergency.

g. Diversity in Club Meeting Days

The diversification of the meeting days of clubs in a section or division will significantly increase the opportunity for Kiwanians to secure attendance credits for absences from their own clubs and to participate in inter-club relations. In far too many instances members of clubs are unnecessarily handicapped in inter-club relations, and what is even more serious, they have only a small fraction of the opportunity for making up attendance which they might have if the meetings of the neighboring clubs were spread throughout the week.

h. Revision of By-Laws to Conform to All Amendments

Whether or not the club by-laws have been amended in accordance with the prescribed manner to include all amendments adopted by past International conventions, this should be discussed, and in cases where it is found that the necessary action has not been taken, the club officers should be urged to do so. Full information on all amendments can be secured from International Headquarters.

i. Club Committees

The committee structure of all clubs should be examined carefully. The germ of a great deal of trouble in the non-functioning of Kiwanis clubs is found in the non-functioning of committees. No Kiwanis club president or secretary can successfully carry the

burden of work entailed in the operation of a Kiwanis club. This work must be distributed to functioning committees. It is recommended that every club maintain, so far as possible, the standard form of committees recommended in the Standard Form for Club By-Laws.

It is particularly desirable that the committees which have their counterpart in the district and in International, be thoroughly active, otherwise the club may find itself in a position where it is unable to carry out any programs which may be evolved through the work of the International committee and passed down for active operation in the club. It is recommended that the club committees meet regularly and at stated times with the board of directors. It is further recommended that in case a committee does not function, a president be encouraged to eliminate such a committee and appoint a new one which will function. The appointment of special committees should be discouraged so far as possible. The standing committees can handle practically all of the items which come before a club for consideration. Particularly attention should be paid to the Committee on Public Affairs, which has exceptional opportunities to lead in the education of members on present problems and to inspire action and vital functioning of members as citizens. Where clubs have a minimum membership, study with the club the adoption of the modified plan for club committees, which unites the duties of some standard committees and so requires less personnel for appointments on committees.

Pamphlets are available through International Headquarters giving suggestions for each standing club committee. See that each committee has a copy of these. Report blanks are sent by International to each club for reporting to district and International the names of all committee chairmen. (See Exhibit "L", Effective Committees.)

j. Prompt Forwarding of Reports

Prompt reports by the club secretary to International and to the district are essential if the club is to enjoy the full benefit of its outside affiliations. Because of the non-receipt of the regular reports a club may develop weakness without the knowledge of the district and International organizations. At International Headquarters a careful study is made of all reports coming from clubs in order to determine weakness and to improve the standard of procedure. The district governor should impress upon each club secretary the necessity for prompt reports. The following are the most essential:

(1) Regular monthly reports to International which include the following:

- (a) Attendance
- (b) Membership additions and deletions
- (c) Changes of address
- (d) Changes in classification
- (e) Reinstatement
- (f) Additional subscriptions to magazine

- (g) Members complaining of non-receipt of magazine
- (h) Activities
- (i) Suggestions

Blanks for monthly reports are furnished from International Headquarters each month and an initial supply is also sent. (See Exhibit "M") These should be forwarded by the tenth of the month after that for which report is made.

(2) Semi-annual membership reports

Report blanks are sent to clubs from International Headquarters, prior to January 1 and July 1. These should be returned as promptly as possible.

(3) Annual election report

Report blanks are sent to clubs from International Headquarters about October 15. These should be submitted promptly after the club election.

(4) Annual reports of committee chairmen

Report blanks are sent to clubs from International Headquarters in December. These should be sent to Headquarters as soon as committees are appointed.

(5) Achievement reports

Blanks for these are sent to clubs near the first of the year by the special committee in charge of achievement reports.

k. Maintenance of Membership and Classification

Membership and classification provisions in our Constitution and By-Laws have been adopted because they insure the kind of clubs that are distinctly characteristic of Kiwanis. In proportion as our membership and classification provisions are violated a club ceases to be a Kiwanis club. (See Exhibit "N" for points on different phases of subject.)

Kiwanis membership is distinctly active and is based upon the classification plan limiting membership to two from each vocational activity. Great care should be taken in the selection of members to see that the most representative men from any given vocational activity are secured. All possible classifications should be represented in the membership of a club if men of proper standing and character can be secured. If membership and classification principles are followed with fidelity the membership of a club cannot become too large; in fact, to place a numerical limit upon the membership deprives a club of the representation of certain classifications and, therefore, lessens the representative character of the club.

In order to render service and give leadership to civic and community betterment activities, it is obvious that a club should have as large a membership as is consistent with a high standard of membership and should have members representing as many classifications available in the community for which it is possible to secure high grade men.

In too many of our clubs Membership Committees are spasmodic in their efforts. They do not give constant attention to the securing of all facts and the strongest possible men. The result too often is that deletions gradually occur without additions until the membership of the club is so reduced that it arouses attention and then too often the tendency is to make "drives" or "campaigns" for additional members that too frequently result in the securing of ordinary instead of high standard members.

Most clubs by careful persistent work on the part of Membership Committees could increase their membership with high quality members. It is certainly advisable to do this as soon as possible and to see to it that the Membership Committee of the club appreciates that it is a continuing work to which it should give its attention constantly. The Classification Committee should maintain an up-to-date classification survey indicating the possible classifications in its community regardless of whether it is possible to secure members for all classifications or not. The Membership Committee should likewise maintain a personnel or prospective member survey of the community so that they have constant knowledge of possible members as classifications may open. Such a plan results in the adding of the best possible man as a member instead of just somebody that comes along to fill the classification. (Exhibit "O", "A Proven Plan for Increasing the Membership of a Kiwanis Club.")

In the upbuilding of membership proper and constant attention should be given to make certain that the new members measure up in personnel and quality to Kiwanis standards. Another matter that should receive continued attention is the maintenance of a reasonable age average. Where in a given classification one member is a man of mature years it is certainly wise to consider adding as the second man in that classification a younger man. By such action the age average of a club can be maintained at a reasonable level.

Another source of new membership which has by no means been adequately cultivated consists of the former members of a given club who still reside in the community. In the case of most clubs some of these former members have had to drop out for reasons that are in no way derogatory to their fundamental interest in and loyalty to Kiwanis. In more recent years, of course, many have had to resign from membership for financial reasons and because of extreme additional responsibilities which they have had to take upon their shoulders. These former members should be constantly studied and from their number many excellent men can by proper cultivation and effort be brought back into membership. (Exhibit "P")

Membership work should never be spasmodic or of a campaign type. Every possible care should be exercised in the selection of men

that will add personnel strength to the club and maintain the representative character of the club through adherence to our classification principles.

It is essential that prospective members shall be given adequate general information in regard to Kiwanis and the Kiwanis club in which they are invited to become members. The leaflet "Kiwanis and You" should be used to give the general information and each club should prepare a mimeographed or printed outline of information about its activities, financial obligations, meetings, etc., to give the prospective members along with "Kiwanis and You." A study of short term members indicates clearly that many of them joined without fully understanding the obligations of membership. Therefore, it is obvious that if adequate information is given to prospective members, while a few may not accept membership, those who do accept it intelligently will stick as members.

Another feature that should receive the attention of every club is the education of new members, under methods which are outlined in the pamphlet "Suggestions for Club Committees on Kiwanis Education." In this process of the education of new members assimilation of the new members will be accomplished, but in addition there should be definite methods adopted and carried out by which new members are assimilated into the fellowship of the clubs and early given some responsibility, however minor, for some phase of the counsel work of the club.

1. Understanding of Various Classes of Membership

Many officers as well as members do not have a proper understanding of the full scope of the Kiwanis membership plan. Obviously, any sound work in building the membership of a Kiwanis club can be accomplished only when the different classes of Kiwanis membership are known and the purposes of these various classes are understood.

At the Washington convention an amendment was adopted which enlarged the scope of privileged membership, which action we believe rounded out our Kiwanis membership plan in a very satisfactory manner so that our present provisions for membership are such as to meet all sound needs for membership in line with the basic characteristic of Kiwanis clubs as active organizations.

The district officers, and especially lieutenant governors in their contact with clubs, should urge them to revise their by-laws in conformity with this action and in accordance with the revision of the Standard Form for Club By-Laws in this matter. They should also make a special effort to have the club officers and the club Committee on Classification and Membership thoroughly understand the Kiwanis membership plan and the various classes of membership possible in a Kiwanis club.

(1) Active membership

This is the basic membership of a Kiwanis club. There obviously is no place for inactive, "retired" or "emeritus" members in an active organization. Any other class of member-

ship must in no way weaken or supercede the active class and must be definitely limited in provisions so it will not do so. The only purpose of other than active membership should be to make reasonable provisions for conserving certain active members who by circumstances discontinue active membership, and who would therefore be lost to Kiwanis except for these other classes of membership which are provided for also in a manner not to interfere with the primary place of active membership. The reserve and privileged classes of membership do just this.

Kiwanis requires a membership with leadership potentiality and for this reason we have provisions limiting the membership to owners, executives, men of professional life. The plan for two members from each vocational activity provides for an element of co-operation between competitors that makes a distinct contribution to the spirit of a Kiwanis club. The double classification plan likewise provides a very practical means toward maintaining a reasonable age average in the members of a Kiwanis club, because when there is a vacancy and the member in that classification is a man somewhat along in years it is obviously a wise policy to look for a younger man, other things being equal, to fill the vacancy in that classification.

(2) Reserve membership

There are two kinds of reserve membership:

- (a) For those active members in a given club who change their business or professional work so that they become ineligible as active members under their original classification and for whom there is no open classification in active membership for their new lines of business or professional work. When there is a vacancy in the classification of such a reserve member he must be restored to active membership under that classification.
- (b) For active members of a Kiwanis club who move to another city and who cannot become members of the club in the new city because both classifications for the business or professional activities of these members are filled at the time of their removal to that city. When there are vacancies in the respective classifications of this kind of reserve membership the club may elect the reserve members to active membership but if not, then they cease to be reserve members.

By both these kinds of reserve membership these men are practically placed on a waiting list pending openings in their classifications in active membership. For obvious reasons the number of reserve members is limited to one, except by special permission, because it would be inadvisable to have quite a number of reserve members waiting for an opening in active membership when there are only two classifications which can be open and the time when either of these will be open is unknown because dependent on the resignation or death of one of the members in the classification.

(3) Privileged membership

Privileged membership likewise consists of two kinds:

- (a) Any active members who have been such in one or more clubs for a period of ten years or more may be honored and advanced to privileged membership.
- (b) Any active members who retire from active business, agricultural, institutional, or professional life may likewise be elected privileged members.

Those eligible for both kinds of privileged membership are obviously maturer members and therefore their advancement to privileged membership opens the way for younger men to be elected to active membership in their classifications which again is a means for maintaining a good age average.

Privileged members pay membership dues and are entitled to all the privileges of active membership, but the privileged members are excused from maintaining attendance under the regular attendance rules. This does not mean that privileged members are not desired to be present at the meetings or that they should not attend just as many meetings as possible. The main reason for granting this exception to privileged members is that these men by the very nature of their retirement or because of their maturing relations to their business or professional life are freer to travel and to be absent on long vacations, etc., and therefore generally are not in the same position as active members to maintain their attendance. The tendency has been all too much to press this type of active member to maintain attendance to a point that he resigns rather than embarrass the club with his poor attendance record and thus have been lost to Kiwanis some of our strongest and finest maturer members. These provisions for privileged membership without injuring active membership conserve these men for Kiwanis.

(4) Honorary membership

There are some serious abuses in the election to honorary membership of men in no sense qualified according to the by-law provision on honorary membership. Such abuse is regrettable and district leaders should seek to promote a sound use of honorary membership. The provision for this clearly indicates the type of man eligible for such membership in the following words:

"Any man who has performed some distinguished public service, and who is not an active, reserve, or privileged member of a chartered club, may be elected as an honorary member of said club for the period of one (1) year and thereafter may be re-elected from year to year."

It is also to be noted that election to honorary membership is for the period of a year and the man does not continue in honorary membership unless he is re-elected at the end of the year.

m. Activities

In conference with the club officers and board of directors, the lieutenant governor should be sure to check up on activities. He should learn what activities are being carried on and should offer his suggestions for improving them where needed. Where clubs are not participating in any activities it is most advisable for the lieutenant governor to seek through questions and discussion to lead the board of the club to reach some decision for making a beginning in some specific activity. Everything possible should be done to make certain that every club carries on some activity. Our Field Service representatives find that one of the most practical means for beginning the rehabilitation of an "attention" club is to get it busy on some job. The same principle obtains for any club.

n. Advance Planning of Club Programs

This is most desirable as it improves the quality and diversity of the program. This also promotes attendance because members are acquainted with the programs and are assured that they will be good. Eleventh hour planning of programs means generally inferior ones. Some clubs plan meetings for six months or a year in advance but most follow the three months' plan. Suggestions for three months' programs are sent to clubs each quarter from International Headquarters. (See Exhibit "Q") We have a blank form for filling out by new and "attention" clubs which some other clubs might find helpful. (Exhibit "R")

o. Participation in the International Achievement Reports

The participation of a club in the Contest of International Achievement Reports can be of real value to stimulate the growth, functioning and activity of a club. Inquire of clubs as to participation in this contest and make certain that they have a copy of the rules.

3. "Attention" Clubs

Special assistance should be given to clubs which are not functioning as efficiently as the rest. These are now officially termed "Attention" clubs instead of weak clubs as formerly. One of the most important duties of the district officers is to establish such a relationship that it is possible to diagnose the difficulty and to suggest the remedy. The results desired cannot be accomplished through any superficial contact or visitation, but through sympathetic understanding of the problems and the exact status of the club. With a proper visitation program, weakness in a club will be shown in its early stages and from the longer experience and the broader point of view, the different officers will be able to stem any serious loss of vitality.

Non-functioning committees, the absence of any financial plan, lack of balanced programs, non-cooperating officers, or an unusual membership turnover are symptoms which should immediately place the visiting official on his guard and cause him to weigh carefully his advice and to investigate further into the club's condition.

It is a very difficult matter to rehabilitate a club that has practically disintegrated, but a simple matter in most instances to straighten it out when it is in the first stages of difficulty. The visitation blanks furnished by International should include every possible bit of information which the visiting officer has uncovered and suggestions to International Headquarters in order that the club may have additional assistance in overcoming its weakness.

The not-meeting clubs form a special group of the "attention" clubs. These clubs must not be overlooked but must be followed with interest looking for the return of conditions that may make rehabilitation possible. District officers should maintain a close contact with the leaders in these communities of whom they will be kept advised. Especially should the key men of the communities be contacted by the lieutenant governors. The reorganization of not-meeting clubs generally takes more time than the organization of a new club and much cooperation must be given by district officers in following up in all helpful ways those interested in clubs that have had to suspend meetings. District governors must include all "attention" clubs as a part of their administrative responsibility.

4. Graphic Chart to Show Club Conditions

In order that there may be available to International Headquarters a picture of the conditions in every club at all times, charts that record the membership, attendance, inter-club activities, ladies' nights, as well as the community service recorded in the official monthly reports, are maintained, segregated by districts. This information is of greatest help and value to Headquarters and particularly to the Service Department. A description of the charts will be found in Exhibit "S".

5. International Achievement Reports for Clubs and Districts (with Contest awards)

a. For Clubs

District governors and their associate district officers should seek to do all possible to promote among the clubs of their respective districts an interest in the preparation of Achievement Reports. Participation in this contest will do much to stimulate a well-rounded program of activity on the part of a club and to develop its functioning in all standard ways. In other words, it is the purpose of this contest to challenge clubs to become more active and progressive and to participate more fully in carrying out the purposes and objectives of the organization.

In addition to stimulating participation of his clubs in this contest, the district governor has responsibilities in receiving reports from his clubs and in determining, preferably through a district committee, the winners in the several divisions. When the winners have been determined, the winning reports are to be forwarded to International Headquarters. The rules of the contest will give full particulars and each district governor should familiarize himself with these, especially as they define his

specific duties in determining awards and forwarding the reports of winning clubs. (Rules for club awards on Achievement Reports for 1939 - Exhibit "T".) The rules for the 1940 Contest will be forwarded in due time.

b. For Districts

The extending of the awards in Achievement Reports to districts is a step which has been in operation five years. It is believed this will stimulate clubs to participate in the club contest not only for the values to themselves but will also do it in order to help their district in the district awards.

District governors and their district officers have a distinct reason for urging clubs to participate in the club contest because the Achievement Contest is determined on the basis of the participation of the clubs of a given district in the club contest. The club's participation in the contest determines the standing of the district. The methods of determining the district awards are indicated in the Rules for District Awards on Club Achievement Reports for 1939 which are presented in Exhibit "U". The rules for the 1940 district contest will be forwarded in due time.

6. Installation of Club Officers

Many of our clubs at the beginning of the year have installation programs for their new officers. We believe that such services are desirable for they not only emphasize their responsibilities to the new officers and directors, but there is a certain education of the members in regard to the duties of those holding office that is advisable and advantageous. In Exhibit "V" is given a suggested installation service for club officers. This is not furnished as a ritual strictly to be followed. It is offered simply as a suggestion which may be taken and adapted to the use of any club. This matter may well be called to the attention of clubs at the time of visitation looking toward next year if it is found that no such service has been held for the current officers.

7. Creative Leadership

The district governor should be constantly on the watch for new ideas and new plans which are used by clubs in his district and which appear to be successful. These should be forwarded to International Headquarters for further consideration and for possible dissemination throughout Kiwanis. The majority of the general practices in Kiwanis have germinated in some one club or district and have been passed to the remainder of the Kiwanis world through International Headquarters.

8. Kiwanis Literature

Kiwanis literature is constantly being improved but there is even now a large amount available that is not being adequately used. In this folder are included samples of all literature that is available without cost. Attention is particularly called to the pamphlet "Kiwanis Helps in Print." The purpose of this pamphlet is to give to everyone information as to the literature available and many do not have an

adequate knowledge concerning the variety and scope of this material. See that you have a thorough knowledge of this and also, in visiting clubs, see that the club officers know fully about this literature and are adequately using it.

Especially see that the club president has a copy of the "Manual for Club Officers." This manual is available to all club officers, but not to members or committee chairmen. Copies will be sent to the presidents-elect as soon as their election is known. Check up to see that this valuable pamphlet on club administration is being used. The committee suggestions are printed in separate pamphlets for each committee. Please see that committees understand that there is this literature available for them.

Some of the most valuable Kiwanis literature consists of the bulletins and suggestions forwarded to clubs by International committees. The paradox which confronts us at International Headquarters in regard to these bulletins is that at the same time that some few are superficially complaining of the large amount of material sent, a far greater number of officers, committee chairmen and members are appealing to us for assistance. We sincerely believe, therefore, that all this material is most worth while and if it were distributed to the proper officers and committees in each club it would prove of great value. In visitation upon clubs, district officers are asked to check up on the matter of the proper distribution and use of this material prepared at so great an expense of time on the part of committees and of money on the part of Kiwanis International.

Make certain that club officers and leaders appreciate the annual volumes of International Convention Proceedings. Each of these in itself is a library on Kiwanis. The complete indexing of each of these volumes makes them of unusual value.

The proceedings of the Boston convention, 1939, are an unusually valuable piece of literature for officers and leaders to possess. The price of these proceedings is \$2.75 per copy, postage prepaid. Copies of the proceedings of all conventions from Toronto in 1922, except St. Paul, 1925, are still available. Any leader who has need for referring to any literature, committee reports, etc., may well add copies of these proceedings to his personal Kiwanis library. Sixteen copies of the proceedings prior to the Boston convention will be sold at the special price of \$21.40. Orders for the Boston and other proceedings should be sent to International Headquarters.

9. Visual Education Programs

a. Motion Pictures of Club Activities

At the Boston convention of Kiwanis International great interest was displayed in a demonstration of visual education arranged by the International Committee on Kiwanis Education. The chief purpose of the demonstration was to encourage individual clubs to explore the possibilities of this medium of Kiwanis education.

International Headquarters is now engaged in developing a list of club activity films which can be made available for showing before all clubs throughout Kiwanis International. District officers are

asked to send in to International Headquarters the particulars of any activity motion pictures that might have been developed by clubs so that complete information concerning them can be included in this service.

Information concerning films used in the demonstration at the Boston convention which are available for showing at Kiwanis meetings may be obtained by writing International Headquarters.

b. Kiwanis Film Slide and Record

International Headquarters now has available for club and district use a thirty-minute program that visualizes the officers of Kiwanis International for 1939-1940, some of the operations of International Headquarters and more extensively the varied activities carried on by Kiwanis clubs in the advancement of three International objectives - Service to Under-privileged Children, Vocational Guidance, and Closer Relations between the Farmer and the Business and Professional Man.

The program is shown by means of the Illustravox, a combination projector and disc reproducing mechanism. It projects slides printed on a 35 mm. non-inflammable film strip and simultaneously reproduces a narrative which is recorded on a ten-inch disc. The narrative is synchronized in a manner to describe each picture on the screen.

District officers will do well to bear in mind the availability of these programs and urge their use among clubs.

10. Preparatory Correspondence

a. With officers-elect of clubs

It will help the new officers of the clubs throughout your district in their preparation for the beginning of their administration on January 1, if you will write them a personal letter as soon as they are elected, making suggestions as to what they should do between their election and the taking up of their official position at the first of the year. The names of the new officers may be secured from the Annual Report of Club Election, copy of which you should receive. If they are not received, the names can generally be secured by request to the retiring president of the club. Such a letter offers a pleasant contact with the newly elected officers, as well as an opportunity to capitalize the query in their minds as to what they ought to do next. A copy of such a preparatory letter, used in one district, will be found in Exhibit "W".

b. With district committee chairmen

The district governor-elect may initiate a helpful contact with the newly appointed chairmen of district committees by a personal letter after their appointment, similar in spirit to that sent to the officer-elect of the clubs. A copy of such a letter is attached as Exhibit "X".

DIVISIONS OF KIWANIS DISTRICT

of _____

With Lieutenant Governors and Clubs of Each Division

Division #1

Lieutenant Governor

CLUBS

1. The first step in the process of identifying a problem is to define the problem clearly and concisely.	2. The second step is to gather information about the problem and its causes.
3. The third step is to analyze the information and identify the root cause of the problem.	4. The fourth step is to develop a plan of action to address the problem.
5. The fifth step is to implement the plan and monitor the results.	6. The sixth step is to evaluate the results and make adjustments as needed.
7. The seventh step is to document the process and results for future reference.	8. The eighth step is to communicate the results to the relevant stakeholders.
9. The ninth step is to review the process and make improvements as needed.	10. The tenth step is to ensure that the problem has been resolved and the system is functioning properly.

Division #3

Lieutenant Governor _____

CLUBS

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Division #2

Lieutenant Governor

CLUBS

<p>1. Welche Aufgaben hat das Marketing?</p> <p>2. Was ist die Bedeutung des Marketing?</p> <p>3. Welche Aufgaben hat das Marketing?</p> <p>4. Was ist die Bedeutung des Marketing?</p> <p>5. Welche Aufgaben hat das Marketing?</p> <p>6. Was ist die Bedeutung des Marketing?</p> <p>7. Welche Aufgaben hat das Marketing?</p> <p>8. Was ist die Bedeutung des Marketing?</p> <p>9. Welche Aufgaben hat das Marketing?</p> <p>10. Was ist die Bedeutung des Marketing?</p>	<p>1. Welche Aufgaben hat das Marketing?</p> <p>2. Was ist die Bedeutung des Marketing?</p> <p>3. Welche Aufgaben hat das Marketing?</p> <p>4. Was ist die Bedeutung des Marketing?</p> <p>5. Welche Aufgaben hat das Marketing?</p> <p>6. Was ist die Bedeutung des Marketing?</p> <p>7. Welche Aufgaben hat das Marketing?</p> <p>8. Was ist die Bedeutung des Marketing?</p> <p>9. Welche Aufgaben hat das Marketing?</p> <p>10. Was ist die Bedeutung des Marketing?</p>
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Division #4

Lieutenant Governor

CLUBS

[illegible]

PROSPECTUS OF COURSES FOR TRAINING OF KIWANIS LEADERS

Each year Kiwanis engages in what is known as leadership training. The plan is the result of many years of experience and development and has for its purpose the training of all those from club committee chairmen and directors to district governors in the duties of their respective offices. In accordance with this plan of training, International President Knudson has appointed an International Board Committee on Training of Kiwanis Leaders. This Committee herewith presents a comprehensive prospectus for the training of our leaders for the year 1940, including separate training schools for district, divisional and club officers and committee chairmen as well as a program for a conference for club officers for those districts which have mid-winter conferences.

One or two districts, by reason of peculiar geographic conditions, follow a centralized plan for training schools. While such a plan is not approved by your Committee, if it is necessary, the governor should select the week of November 20-25, 1939, for a two-day period; the first for district officers and committeemen, and the second for club presidents, vice-presidents and secretaries. The course may be arranged by a combination of courses II, III and IV as outlined.

District secretaries will be furnished a Manual which was prepared on the basis of the papers and discussion at a conference of all district secretaries held in Chicago.

The Committee has attempted to provide training courses, brief but intensive, to meet the needs and demands of the busy professional and business men of Kiwanis. We are attempting to reach, instruct and train all those who are in charge of the leadership administration of all Kiwanis affairs in club, district and International. This involves the ambitious plan of training thousands of officers and committeemen. We are not hiring or paying our instructors and are calling upon our International officers who have presumably had the broadest training in district and club affairs, to first train the chief executives of the districts, namely, the governors-elect. They in turn are then called upon to train their lieutenant governors and district committee chairmen. Upon the lieutenant governors then falls the responsibility of training all club officers in their divisions. Finally, and most important of all, the club president is then required, as one of his chief duties, to instruct and train his officers, directors and committee chairmen.

By careful adherence to this plan, all Kiwanis leaders and officers will be trained for the coming administrative year and that is the ultimate goal and the hopeful prayer of the leadership training committee.

OUTLINE OF COURSES

- A. Training Schools and courses of the standard plan for leadership training.
 - I. Course for district governors-elect including International officers and International committee chairmen--International Council in Chicago, November 8-11, 1939. (Presiding officer, President Bennett O. Knudson.)
 - II. Training school for lieutenant governors-elect and other district officers-elect for 1940 in each district, November 20-25, 1939. (District governor-elect presiding.)
 - III. Training school for district committee chairmen, November 20-25, 1939, or in connection with installation of district officers or mid-winter conference. (District governor-elect or past district officer selected by the governor presiding.)
 - IV. Course for divisional training school for club presidents-elect and vice-presidents-elect for 1940 in each division, December 4-9, 1939. (Lieutenant governor-elect presiding.)
 - V. Course for club training school for other club officers-elect and directors for 1940 in each club, December 11-16, 1939. (Club president-elect presiding.)
 - VI. Course for club training school for committee chairmen for 1940 in each club, to be held December 11-16, 1939, at such time as to not interfere with the school for club officers-elect and directors-elect. (Club president-elect presiding.)
- B. Program for Mid-Winter Conference of Club Officers.
 Program for conference of club officers in connection with district mid-winter conference to supplement the standard training given in the divisional training schools.

BOARD COMMITTEE ON TRAINING OF KIWANIS LEADERS

Frederick M. Barnes, Jersey City,
 New Jersey, Chairman

Ben Dean, Grand Rapids, Michigan

Mark A. Smith, Thomaston, Georgia

A-I. COURSE FOR DISTRICT GOVERNORS-ELECT INCLUDING INTERNATIONAL OFFICERS AND INTERNATIONAL COMMITTEE CHAIRMEN

Time: November 8-11, 1939

Place: Palmer House, Chicago

Presiding Officer: Bennett O. Knudson, International President, assisted by Charles S. Donley and Robert G. Prittie, International Vice-Presidents.

Faculty: Past International Presidents

International Officers

International Trustees

Text Books and References:

1. Proceedings of past International Councils.
2. Manual for District Officers
3. Manual for Club Officers

Curriculum: Program of International Council as arranged by Immediate Past International President H. G. Hatfield and Committee.

A-II. TRAINING SCHOOL FOR LIEUTENANT GOVERNORS-ELECT AND OTHER DISTRICT OFFICERS-ELECT FOR 1940 IN EACH DISTRICT

Time: One whole day during the week of November 20-25, 1939.
(Preferably not on the meeting day of local club.)

Place: An accessible location in the district selected by the district governor-elect.

Presiding Officer: District Governor-elect.

Faculty: Selected by the district governor-elect from among past governors, International officers and committeemen, district officers and committeemen and district counsellor.

Text Books and References:

Manual for district officers
Manual for club officers
Kiwanis educational and informational literature (Furnished in separate binder)
Proceedings of International Council in Chicago in so far as applicable

Lieutenant governor has supposedly taken pledges provided by Standard Form for District By-Laws, Article XII, Section 4 (h) (3).

Report: To be reported to International Headquarters on blank attached.

Agenda:

1. (10 min.) Taking of group photograph for district bulletin.
2. (15 min.) RESPONSIBILITY OF LIEUTENANT GOVERNORS AS MEMBERS OF BOARD OF TRUSTEES - International Counsellor. (District Officers Manual, pp. 15 and 18)
3. (60 min.) TRAINING PROGRAM - District governor-elect
 - a. Divisional school. (See Prospectus A-IV)
 - b. Club school. (See Prospectus, also Proceedings of 1939, International Council)
4. (2 hours) 1939-1940 KIWANIS OBJECTIVES - District governor-elect (Assisted by past governors and district committee chairmen)
 - a. International objectives. (See small folder)
 - b. District objectives.
 - (1) Application of International objectives
 - (2) Extension (See "Successful Sponsoring" and District Officers Manual, pp. 35-37)
 - (3) Membership quota (District Officers Manual, pp. 34-35)
 - (4) Attendance quota (District Officers Manual, pp. 61-65)
 - (5) Service to attention clubs. (District Officers Manual, pp. 66-67)

- (6) Minneapolis Convention, June 16-20, 1940 (District Officers Manual, pp. 31-34)
- (7) International Boundary peace tablets
- c. Application by district of International committee programs - (A past governor may be assigned to this topic)
 - (1) Add International committees, standing and special, will furnish printed programs of suggested activities to district and club committees -- review each briefly and urge study and application.
- 5. (1 hour) LIEUTENANT GOVERNORS' VISITS TO CLUBS - One or more past governors (See District Officers Manual, pp. 24-26)
 - a. Distinction between contact and official visit (See Manual for District Officers, pp. 24-26)
 - b. Purposes of each
 - c. Time for making contact visits (Between district convention and end of January)
 - d. Time for making official visits (Between February 1st and June 15th)
 - e. What should be done on a contact visit?
 - f. What should be done on an official visit?
 - (1) Secure from International before making visit:
 - Date of charter presentation
 - Number of charter members
 - Present membership
 - Delinquencies in reports or obligations
 - Achievement report filed?
 - Attendance record
 - Up-to-date by-laws
 - Assistance from Field Service Department
 - Inter-club relations
 - Chart of activities
 - (2) Make appointment with local club for visit
 - g. Meet with Board of Directors and chairman to discuss activities
 - h. Importance of prompt and complete report of official visit
- 6. (10 min.) DISTRICT CALENDAR (See Manual for District Officers, pp. 49-54 inc.)
- 7. (45 min.) THE LIEUTENANT GOVERNOR AND INTERNATIONAL - International Counsellor or a past governor
 - a. The departments at International (See Manual for District Officers, pp. 8-12 inc.)
 - b. Functions (pp. 8-12 inc.)
 - c. Official Headquarters bulletins
 - (1) To Clubs
 - (a) Monthly
 - (b) Special
 - (c) Suggestions on activities, inspirational material, etc.

- (d) Quarterly schedule of suggestions for advanced preparation of board and club meetings
 - (e) Activities of clubs
- (2) To Districts
 - (a) Monthly, on various official matters
 - (b) Special
- d. International committee bulletins
- e. Field service to clubs (District Officers Manual, p. 8)
 - (1) Attention clubs
 - (2) Other clubs as itineraries permit
 - (3) In building new clubs

A copy of this course is included as a part of the District Officers Manual and governors desiring additional copies can get them upon request from International Headquarters.

Governors should forward the attached report promptly to International Headquarters, 520 North Michigan Avenue, Chicago, Illinois.

REPORT OF TRAINING SCHOOL FOR LIEUTENANT GOVERNORS AND OTHER DISTRICT
OFFICERS FOR 1940

District _____ Place _____

Date _____ Time Allotted _____

Check Officers Present:

Governor-elect _____

1939 Governor _____

No. Lieutenant Governors-elect present _____

Treasurer-elect _____

Secretary-elect _____

Names of those not present: _____

Was agenda suggested by Committee of International Board of Trustees followed?
_____ If not, what plan was used? _____

Is copy of agenda attached? _____

Remarks: _____

Governor for 1940

(The district governor should mail this report promptly after the training school is held, to International Headquarters, 520 North Michigan Avenue, Chicago, Illinois.)

A-III. TRAINING SCHOOL FOR DISTRICT COMMITTEE CHAIRMEN

Time: November 20-25, 1939 (or in rare instances in connection with installation of district officers or mid-winter conference)

Place: At the meeting place of the school for district officers-elect or as otherwise planned

Presiding Officer: District governor-elect or past district officer selected by governor

Faculty: Selected by the district governor from among the lieutenant governors, past district governors and others

Text Books and References: International committee programs for club committees
Pamphlets of suggestions for committees; secured from International Headquarters
International Council Proceedings of November, 1939

Agenda:

1. (10 min.) PHOTOGRAPH FOR DISTRICT BULLETIN
2. (15 min.) MEETINGS - Organization meeting to be held before installation of district officers or mid-winter conference
3. (45 min.) POLICY OF DISTRICT ACTIVITIES
 - a. Study International committee programs and bulletins
 - b. Relation to club committees (get list from district secretary)
 - c. Presenting of special district objectives
4. (45 min.) COOPERATION WITH CORRESPONDING INTERNATIONAL AND CLUB COMMITTEES AND WITH DISTRICT OFFICERS
 - a. Correspondence
 - (1) Necessity of prompt attention to all Kiwanis correspondence from whatever source
 - (2) Letters written for a purpose, a questionnaire is sent out for a purpose. Unless these letters, questionnaires and correspondence are given attention, the measure of activity success will be reduced
 - b. Reports
 - (1) Issuance by committee
 - (2) Eliciting reports from clubs
 - (3) Distribution
 - (4) Report of activities and recommendations at district convention
 - c. Files
 - (1) Importance of keeping complete files and record of achievements, activities, suggestions and information in permanent form to be handed to successor

5. (30 min.) COMMITTEE ORGANIZATION
 - a. Allocation of duties
 - b. Division of duties for different parts of district
 - c. Responsibility of members to chairman
 - d. Personal contact with club chairman
6. (20 min.) PUBLICITY
 - a. Club letter
 - b. District bulletin
 - c. Committee bulletins - district and International
 - d. Kiwanis magazine
7. (20 min.) BULLETINS
 - a. General
 - (1) Advisability of issuance
 - (2) Frequency
 - (3) To whom sent
 - b. Description of types of bulletins
 - c. How bulletins are to be financed

REPORT OF TRAINING SCHOOL FOR 1940 DISTRICT CHAIRMEN

District _____ Place _____

Date _____ Time Allotted _____

Committees Represented _____

_____Committees Not Represented _____

_____Was agenda suggested by Committee of International Board of Trustees followed? _____
If not, what plan was used? _____

Is copy of agenda attached? _____

Remarks: _____

Governor for 1940

(The district governor should mail this report promptly after the training school is held, to International Headquarters, 520 North Michigan Avenue, Chicago, Illinois.)

A-IV. COURSE FOR DIVISIONAL TRAINING SCHOOL FOR CLUB PRESIDENTS-ELECT,
VICE-PRESIDENTS-ELECT AND SECRETARIES FOR 1940 IN EACH DIVISION

(If desired, a separate school for secretaries may be held,
using subdivision 4 of agenda)

Time: A whole day or an afternoon and evening during the period of
December 4-9, 1939 selected by the lieutenant governor-elect.
This date is important because it meshes with the whole scheme
of leadership training schools. If held later it will not give
the presidents time to train their club leaders before Christmas.

Place: An accessible location selected by the lieutenant governor-elect.

Presiding Officer: Lieutenant Governor-elect.

Faculty: Selected by the lieutenant governor from among past governors,
past lieutenant governors, outstanding past presidents and
members of the district Committee on Kiwanis Education.

Text Books and References: Manual for Club Officers
"Kiwanis in Brief"
Notes taken by the lieutenant governor-elect
at the training course held for lieutenant
governors

(Copies of this course will be furnished lieutenant governors for
distribution at the training schools. Lieutenant governor presiding
is expected to make prompt report of this school, on blanks furnished.
The original report should be mailed to International Headquarters
and the other copies as instructed.)

Report: To be reported to International Headquarters on attached blank

Agenda:

1. (20 min.) PURPOSES OF THE LEADERSHIP TRAINING SCHOOL - Lieutenant
governor
2. (30 min.) DUTIES OF PRESIDENT - Past district officer
(See Manual for Club Officers)
 - a. Attend committee meetings
 - b. Club training school
 - c. Observance of Twenty-Fifth Anniversary of Kiwanis International
3. (10 min.) DUTIES OF VICE-PRESIDENT - Past district officer. (See
Standard Form for Club By-Laws, Article VI, Section 4)
 - a. In addition to other duties, attend all committee meetings
which president cannot attend
4. (30 min.) DUTIES OF SECRETARY - District secretary or an experienced
club secretary. (Manual for Club Officers pp. 55 to 77)
 - a. As related to the club
 - (1) Minutes of board meetings and keeping of permanent records
 - (2) Weekly letter and luncheon notices

- (3) Making requests for hotel reservations at International and district conventions
- (4) Allocating literature to committees
- (5) Collection of dues
- (6) Keeping attendance records
- (7) A card index of members with birthdays, hobbies, etc.
- (8) Assist president with plans, check-ups, etc.
- (9) Have all club data and other information readily available
- (10) Keep permanent records of club and district bulletins, convention proceedings, newspaper clippings, attendance records, etc., to be passed on to successor.
- (11) Club history
- b. As to the division and district
 - (1) Promptness and completeness in filing monthly reports
 - (2) Inclusion of all club activities in monthly report
 - (3) Certification of delegates to district conventions.
 - (4) Preparation of achievement report
 - (5) Reporting visiting Kiwanian's attendance to home club
 - (6) Report of special activities to editor of district bulletin
- c. As related to International Headquarters
 - (1) Prompt and complete monthly reports
 - (2) Filing semi-annual reports promptly after December 31 and June 30
 - (3) Reporting special activities to editor of The Kiwanis Magazine
 - (4) Filing The Kiwanis Magazine, bulletins and other material so that they are accessible
 - (5) Prompt response to all correspondence

5. (15 min.) DUTIES OF THE BOARD OF DIRECTORS - Past district officer.
(See Manual for Club Officers, pp. 24-34 and Standard Form for Club By-Laws, Article VII)

- a. Importance of regular meetings
- b. Club finance and budget
- c. Approval of monthly reports
- d. Passing on membership applications
- e. Approval of club activities
- f. Bonding of secretary and treasurer

6. (20 min.) SECURING EFFICIENT CLUB COMMITTEES - Past district committee chairman, past district officer or successful club president. (See Standard Form for Club By-Laws, Articles VIII and IX and Manual for Club Officers pp. 13-16)

- a. Careful selection of committee members
- b. Supplying each committee chairman committee pamphlets, International committee programs, bulletins, etc.
- c. Insistence on regular meetings
- d. Attendance of president or vice-president at the committee meetings
- e. Officers to avoid attempting to direct committees, thus developing initiative in chairman
- f. What to do with inefficient committees (See Manual for Club Officers, p. 15)

7. (30 min.) CLUB MEETINGS - Present or past district officer or successful club president.
 - a. The art of presiding. (See Manual for Club Officers, pp. 34-37)
 - b. The president's calendar. (See Manual for Club Officers, pp. 24-34)
 - c. Weekly programs
 - (1) See Manual for Club Officers pp. 34 to 37 and p. 50
 - (2) Promptness
 - (3) Require house committee to have flags in place and all other arrangements completed
 - (4) Time for and amount of singing
 - (5) Special stunts
 - (6) Reception and care of guests
 - (7) Decorum
 - (8) How to budget programs and value of budgeting (Manual pp. 38-40)
 - (a) Kiwanis Twenty-Fifth Anniversary, week January 15-20, 1940
 - (b) Presentation of achievement award
 - (c) All-Kiwanis Night, June 17, 1940
 - (d) Canada Citizenship Meeting (for clubs in Canada) July 1-6, 1940
 - (e) United States Constitution Week, September 16-21, 1940 (for clubs in the United States)
 - (f) Church loyalty days, October 5-6, 1940
 - (g) United States-Canada Week, April 28 to May 4, 1940
 - (h) Various national holidays, commencements, etc.
8. (10 min.) SECURING EFFICIENT BOARD MEETINGS - Successful past president or district officer. (See Manual for Club Officers, pp. 24-34)
9. (30 min.) LOCALIZING INTERNATIONAL OBJECTIVES - Lieutenant governor or chairman of district education Committee. (See special folder of objectives and agenda used at district school for lieutenant governors)
10. (15 min.) MEMBERSHIP - Chairman or member of district membership committee
 - a. Goal for 1940
 - b. Maintaining low age average
 - c. Retaining present members (See Program of International Committee on Kiwanis Education, pamphlet and bulletins)
 - d. Old Timers' Meeting
 - e. Re-interesting deleted members
 - f. Securing new members (See International Classification and Membership pamphlet and Program for Clubs in 1940; also the pamphlet "Back in Kiwanis.")
11. (15 min.) KIWANIS EXTENSION - Present or past district officer
 - a. Possibilities for new clubs
 - b. Method of building new clubs (See "Successful Sponsoring")
12. (10 min.) ACHIEVEMENT REPORT - Present or past district officer

13. (10 min.) MAINTAINING ATTENDANCE - chairman or member of district attendance committee. (See International pamphlet on Attendance and Program of International Committee for 1940 and Manual for Club Officers, pp. 51-52)
14. (10 min.) INTER-CLUB RELATIONS - Chairman or member of district committee. (See pamphlets and International Committee Program for 1940)
15. (15 min.) CONVENTIONS AND MEETINGS - Past district officer
 - a. International Convention, Minneapolis, June 16-20, 1940
 - b. District convention
 - c. Installation of district officers
 - d. Mid-winter conference

REPORT OF LIEUTENANT GOVERNOR ON TRAINING SCHOOLS FOR
CLUB PRESIDENTS AND VICE PRESIDENTS-ELECT AND CLUB SECRETARIES FOR 1940

DISTRICT _____

DIVISION _____

NUMBER OF CLUBS IN DIVISION _____

PLACE OF HOLDING DIVISIONAL TRAINING SCHOOLS _____

FACULTY _____

TRAINING SCHOOL FOR CLUB PRESIDENTS AND VICE PRESIDENTS-ELECT:

Date Held _____

Number present:

Presidents-elect _____

Vice Presidents-elect _____

(Check those present)

Lieutenant Governor 1939 ()

Governor-elect ()

Governor 1939 ()

District Secretary ()

Past District Governors ()

Other past district officers ()

No. ()

No. ()

TRAINING SCHOOL FOR CLUB SECRETARIES

Date Held _____

Number Attending _____

Did secretaries have separate school? _____

LIST NAMES OF ANY CLUBS NOT REPRESENTED AT TRAINING SCHOOLS:

For Presidents and Vice Presidents-elect _____

For Club Secretaries (1940) _____

WHAT WILL BE DONE TO PROVIDE TRAINING FOR THOSE NOT PRESENT _____

TIME CONSUMED FOR TRAINING SCHOOLS FOR CLUB PRESIDENTS AND VICE PRESIDENTS-ELECT:
Hours.

TIME CONSUMED FOR TRAINING SCHOOLS FOR CLUB SECRETARIES (1940): _____ Hours.

IS AGENDA THAT WAS USED ATTACHED HERETO? _____

Lieutenant Governor-elect

(The lieutenant governor should mail this report promptly after training schools are held, one copy to International Headquarters, 520 N. Michigan Avenue, Chicago, Illinois, and the other copy to the district governor-elect.)

A-V. COURSE FOR CLUB TRAINING SCHOOL FOR CLUB OFFICERS-ELECT
AND DIRECTORS-ELECT FOR 1940

Presiding Officer: Club President-elect

Faculty: Past presidents and other former club officers;
available present and past district officers

Time: Before the installation of the club officers during the
period from December 11-16, 1939

Place: Selected by president-elect

Text Books and References: Manual for Club Officers
Minutes of divisional training school

Report: To be reported to International Headquarters on attached blank

Agenda:

1. (10 min.) Purpose of the school
2. (45 min.) Duties of directors (Standard Form of Club By-Laws,
Article VII.)
 - a. Members:

Immediate past president, president, all 1940 officers and directors. (Past presidents while not members of the Board are sometimes invited to sit in with voice but no vote. Committee chairmen should be invited as guests as well as new members for Kiwanis educational value.)
 - b. Duties:
 - (1) Application of Kiwanis Objects and Objectives to local community (See special folder issued by International Office)
 - (2) Club finances
 - (a) Budget - should be set up and adopted
 - (b) Obligations to district and International
 - (c) Convention fund for delegates to district and International conventions
 - (d) Activities fund
 - (e) Check expenditures with budget at board meeting
 - (f) Budget should include all estimated expenses and receipts
 - (g) Written reports by treasurer of club
 - (h) Suspension for non-payment
 - (i) Fines -- purpose -- amount
 - (j) Get list of approved money raising methods from Kiwanis International
 - (k) Avoid illegal and improper money raising methods
 - (3) Membership
 - (a) Suggested goal for 1939
 - (b) New and prospective members - age average
 - (c) Holding members to Kiwanis through better education and assimilation

- (d) Interesting indifferent Kiwanians
 - (e) Old Timers' night
 - (f) Re-interesting deleted members
 - (g) Study of membership turn-over
 - (h) Complete classification of prospective members
 - (4) Attendance
 - (a) Enforcement of attendance rules
 - (b) Work of the Attendance Committee - rivalry contests, charts, etc.
 - (c) Emphasis upon value of attendance for fellowship and participation rather than upon mere attendance records
 - (5) Achievement report
3. (15 min.) Extend Kiwanis - New clubs
- a. Each club should study surrounding communities for the purpose of sponsoring the organization of new clubs
4. (20 min.) 25th Anniversary of birth of Kiwanis
- a. Secure bulletins and other material from International office
5. (15 min.) Inter-club relations (See International pamphlet)
- a. What constitutes an inter-club meeting?
 - b. Other methods for promoting inter-club relations
6. (10 min.) Conventions and meetings
- a. International Convention, Minneapolis, June 16-20, 1940
 - b. District Convention at _____, on _____
 - c. Installation of club officers
7. (5 min.) Official correspondence
- a. Necessity of prompt attention to all correspondence, divisional, district and International; also to district and International Committees
8. (15 min.) Kiwanis Education
- a. Program of International Committee
 - b. Necessity for old members
 - c. Necessity for new members
 - d. Attendance of new members at board meeting
 - e. Instruction by tutors, committees, etc.
 - f. Individual participation in one or more activities of club
 - g. Danger of horse play in receiving new members

The President should forward promptly on attached blanks the reports on the school - one to International Headquarters, 520 North Michigan Avenue, Chicago, Illinois; one to the lieutenant governor-elect and one to the district governor-elect.

REPORT OF CLUB PRESIDENT-ELECT ON TRAINING SCHOOL FOR
CLUB OFFICERS-ELECT, CLUB DIRECTORS-ELECT AND CLUB COMMITTEE CHAIRMEN FOR 1940

DISTRICT _____

NAME OF CLUB _____

CITY _____ STATE OR PROVINCE _____

TRAINING SCHOOL FOR CLUB OFFICERS AND DIRECTORS-ELECT:

Date Held _____

Officers and Directors present: (Check those present)

First Vice President	()
Second Vice President	()
Secretary	()
Treasurer	()
Directors - No. present	()

TRAINING SCHOOL FOR CLUB COMMITTEE CHAIRMEN

Date Held _____

Name of committees of your club of which the
chairmen was present:

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

WERE THE TRAINING COURSES SUBMITTED BY THE INTERNATIONAL BOARD COMMITTEE ON
TRAINING OF KIWANIS LEADERS USED AT THE TRAINING SCHOOLS:

For Club officers and directors: Yes () No ()

For committee chairmen: Yes () No ()

Club President-elect

(The President should mail this report promptly after the schools are held, one copy to International Headquarters, 520 N. Michigan Avenue, Chicago, Illinois, one copy to your lieutenant-governor-elect, and one copy to the district governor-elect.)

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A VI. COURSE FOR CLUB TRAINING SCHOOL FOR COMMITTEE CHAIRMEN FOR 1940
IN EACH CLUB

Responsible Officer: Club president-elect

Time: Selected by the club president-elect during the week from December 11-16, 1939, at such time as not to interfere with the school for club officers-elect and directors-elect.

Text Books and References: International Committee Programs for Clubs for 1940
Pamphlets of suggestions for club committees and other official publications (Copy furnished for each member of the committee)
District Committee Programs, if any

Report: To be reported to International Headquarters on attached blank

Foreword: Active committees are the first objective of every good club president. A successful, efficient Kiwanis club, without active committees is yet to be discovered. Having selected the chairmen and with their approval the committeemen, the president then clearly outlines the duties of each committee. The International Committee pamphlets and 1940 International Committee programs give detailed instructions for each of the committees. The wise president familiarizes himself with all of them, and summarizes in writing what is expected of each committee. He calls his committees together and hands them his own written instructions, together with a copy of the pamphlet of suggestions, for each of the various club committees. In preparing his written instructions he may call on his committee on Kiwanis Education for assistance.

Specific instructions give concreteness to the tasks. Sometimes these specific tasks are assigned publicly, before the club. Thus the entire club knows that the committee had a specific task as well as a general function.

Agenda:

1. (10 min.) PURPOSE OF SCHOOL
2. (15 min.) MEETINGS
 - a. Not less than one each month at regular times
 - b. Minutes and records of meetings kept
 - c. Record of activities and suggestions kept permanent for use of future committees
 - d. Special meetings whenever needed
3. (20 min.) VITALIZING CLUB ACTIVITIES PROGRAM
 - a. Suggestions in printed program of corresponding International Committee

- b. Setting up of club committee program
 - c. Use of records and recommendations of former committees
 - d. Keeping records of new committees and preservation of same
 - e. Meeting of activities committee
4. (15 min.) REPORTS
- a. Monthly reports to the club given by chairman or other member, with copy furnished to secretary for use in reporting activities
 - b. Semi-annual and annual reports to the club or board of directors, or both
5. (15 min.) PROGRAMS AND BULLETINS
- a. Study International committee programs and bulletins issued from time to time
 - b. Study district committee programs, if any, and district objectives, if any
 - c. Important to answer all correspondence promptly from the division, district and International
6. (10 min.) PUBLICITY
- a. Occasional items in club letter
 - b. Use of newspapers
 - c. Use of district bulletins
 - d. Use of The Kiwanis Magazine, with pictures of activities
7. (20 min.) CLUB OBJECTIVES FOR 1940
- a. Attendance
 - b. Membership and lowering of age average
 - c. Forming of new clubs
 - d. Local program in public affairs, under-privileged child work, boys and girls work, vocational guidance, etc., as desired
8. (10 min.) POLICY OF COMMITTEE AND OBJECTIVES
- a. Each committee should adopt a program of activities for accomplishment and amend it from time to time, if needed
 - b. Program should be practical and elastic
 - c. Cooperation with other club committees to avoid duplication of work

(Report of the school to be made on the blank for reporting on school for the club officers-elect.)

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B. PROGRAM FOR CONFERENCES OF CLUB OFFICERS IN CONNECTION WITH
DISTRICT MID-WINTER CONFERENCE TO SUPPLEMENT THE STANDARD
TRAINING GIVEN IN THE DIVISIONAL TRAINING SCHOOLS

Time: On the day of the installation of the district officers early
in January, 1940.

Place: At the place of the mid-winter conference or district
installation meeting.

Presiding Officer: The governor.

It is suggested that discussion leaders be assigned to open discussion on various topics.

A. CLUB ADMINISTRATION

1. Membership:

- a. Need of careful classification survey of each club.
- b. Need of careful study of membership turnover. Cause? Remedy?
- c. Methods of selecting and election of members.
- d. Harmony in the club.
- e. Return of old members to club.
- f. Assimilation of new members.
- g. Value of publicity in selling club to prospective members.
- h. Age average.

2. Finances:

- a. Necessity of club operating on a carefully prepared budget.
- b. Prompt collection of dues and other financial obligations from members.
- c. Regular reports of treasurer to directors and club.
- d. Prompt payment of club's Obligations to:
 - (1) International
 - (a) Dues
 - (b) Magazine subscriptions
 - (2) District
 - (a) District dues
 - (b) District bulletin assessment
 - (c) District convention fund
- e. Suspension of delinquent members for non-payment of dues.
- f. Fines -- purpose -- amount.
- g. Provisions for expenses of delegates to:
 - (1) District conventions
 - (2) International conventions
- h. Does budget provide for all club's activities?
- i. Means of raising special funds.
 - (1) Danger of improper or illegal methods
(District Officers' Manual pp. 56-57)

3. Publicity:

- a. Weekly letter of club
- b. Local papers
- c. District bulletins
- d. The Kiwanis Magazine
- e. The radio

4. Kiwanis Education:

a. Must begin with the prospective member:

- (1) Personal contact
- (2) Study of Kiwanis literature; "Kiwanis and You" and other Kiwanis pamphlets

b. Special attention must be given new members:

- (1) Presentation of literature, stress on magazine and bulletin
- (2) Impressive and cordial welcome into club
- (3) Careful instruction by tutors, committees
- (4) Assignment to committee, attendance at inter-club meetings, divisional and district meetings and International convention
- (5) Invitation to attend two or three board meetings

c. Education of regular members must be constant:

- (1) By information as at Anniversary Week of Kiwanis International, Charter Night, Kiwanis Education Committee in charge of meetings, inspirational talks by members, stressing value of Kiwanis literature.
- (2) By participation:
 - (a) Personal effort in talks, articles for bulletin, attendance at conventions and inter-club gatherings;
 - (b) Socialization or group education, open forums, round table conferences, competitive methods;
 - (c) Demonstration or indirect education skits "The Kiwanis Finishing School" and "The Kiwanis Court"; model club and directors' meetings; demonstrations of committee work.
- (3) Value of achievement reports

B. CLUB MEETINGS

1. Attendance:

- a. At the club - enforcement of the attendance rule as provided in the club by-laws is expected.
- b. At the divisional meetings - they are beneficial.
- c. At the district convention - three delegates from each club.
- d. At International convention - two delegates from each club. Responsibilities at convention. Value of delegates' reports.

- e. Fifty-two weekly meetings a year must be held.
- f. Work of the Attendance Committee - rivalry, contests, charts.

2. Meetings:

- a. Start and close on time.
- b. Opening ceremonies - invocation, pledge, songs, flags.
- c. Importance of club singing.
- d. Special stunts, five-minute talks, chairman of the day, variety in style of meeting, past president's day, etc.
- e. Individual participation in meeting - "horse play" and order.
- f. Reception and care of guests and visiting Kiwanians.
- g. Kiwanis emblem.
- h. Keep atmosphere suitable for presence of ladies at all meetings.
- i. Closed meetings. How often? Value?
- j. Programs - well balanced. Planned ahead of time - three months, six, twelve?

Provisions for:

Ladies' Day, Charter Night Anniversary, Kiwanis 25th Anniversary, All Kiwanis Night, Canadian Citizenship Week (Canadian clubs), Constitution Week (United States clubs), national holidays, Kiwanis Education, New Members' Days, Past Presidents' Day, discussion of civic problems, Loyalty Days, and open forums for committees in charge of objectives and citizenship activities.

Music - how much? Type? Special entertainment?
Seating arrangements; acknowledgments to speakers.

3. Music.

4. Inter-club Relations.

C. YOUTH SERVICE

- 1. Under-privileged child.
- 2. Vocational guidance.
- 3. Boys and girls work.

(The foregoing activities may be presented and discussed by corresponding club and district committees following with a discussion of the individuals giving their own club experiences.)

D. GENERAL COMMUNITY SERVICE

1. Agriculture
2. Public Affairs
3. Business Standards

(The foregoing grouping of general community service may be presented and discussed in much the same way as the group above for the Youth Service.)

E. CLUB PRESIDENT

1. Importance of his office - in final analysis success of club is dependent on him.
2. His ability as presiding officer determines success of meetings. As such, he must be:
 - a. A planner - outlines year's activities, schedules each meeting to the minute.
 - b. An executive - sees schedules carried out with order and dispatch.
 - c. A psychologist - must know when to lead and when to follow; make the club feel that he is club servant; must have sense of humor; not sarcastic. Must give credit to others; must be just and impartial.
 - d. Able to regulate number of programs and sees that music is not set aside.
3. He must see that all officers and committees function.
4. He must maintain contact between local club and the district and International organizations.
5. He must see that the club has real objectives and does not degenerate into a mere luncheon club.

F. CLUB SECRETARY

1. Responsible for attractive luncheon notices.
2. Keeping of minutes.
3. Monthly, semi-annual and annual reports - promptness.
4. Correspondence - prompt replies -
 - Hotel reservations for conventions, sending of names of delegates, allocating of literature received, reporting of visitors to home clubs.
5. Keeps dues collected gracefully; co-operation with treasurer.
6. Keeps attendance record: Excused absences, attendance make-ups, co-operation with Attendance Committee.

7. Assists president, checks up on details.
8. Keeps official records - copies of club and district bulletins, International Convention Proceedings, The Kiwanis Magazine, newspaper clippings, and other publicity, files for reports, correspondence, etc.
9. Keeps a history card on all members showing Kiwanis activities, name, address, hobbies, talents, birthdays, birthplace, etc.
10. Keeps a history of the club's activities and photographs.

G. BOARD OF DIRECTORS

1. Must meet regularly and keep complete minutes.
(Evening meetings at regular intervals preferred)
2. All directors must be regular attendants.
3. Meetings must be business-like.
4. Presence and reports from committee chairmen.
5. Value of directors being given specific duties.
6. Necessity of directors understanding by-laws of club, district and International.
7. Value of club being informed of directors' actions.

H. CLUB COMMITTEES

1. How many - grouping.
2. How selected and appointed.
3. Reports - how often and to whom.
4. Relation to division, district and International.
5. Attention to correspondence and bulletins received.

Report on this conference should be promptly forwarded on attached blank by district governor, after conference is held, to International Headquarters, 520 North Michigan Avenue, Chicago, Illinois.

REPORT OF CONFERENCE FOR CLUB OFFICERS
AT DISTRICT MID-WINTER CONFERENCE

District _____ Where Held _____

Date Held _____ Number of Clubs Represented _____

List of clubs not represented _____

Was conference divided into groups? _____

If so, indicate those included in various groups _____

If conference held in one general group please indicate those attending the conference:

Presidents _____ Treasurers _____

Vice-Presidents _____ Committee Chairmen _____

Secretaries _____ Members _____

Total Attendance _____

Remarks _____

Is agenda that was used attached hereto? _____

Date _____

Signed _____
 District Governor

The district governor should forward this report promptly following the conference to International Headquarters, 520 North Michigan Avenue, Chicago, Illinois

FROM THE INTERNATIONAL SECRETARY'S PAGEIN THE KIWANIS MAGAZINE

VALUES OF DISTRICT VISITATION OF CLUBS

"Give light and the people will find their way" -- this is the assurance expressed by the great Dante. The visitation of clubs by District Governors and Lieutenant Governors is a part of our program in passing on the "light" of Kiwanis in a manner which will help Kiwanians in clubs to find "their way."

The unity of Kiwanis is remarkable. There is a gratifying oneness in purpose, methods, ideals and spirit. We believe that one of the chief factors in creating this unity is the manner in which our clubs have been built through the combined labors of the sponsoring clubs and of the field representatives bringing to the new clubs the accepted standards of the organization.

This unity, however, needs to be maintained. It will not maintain itself. A club, given the right start, needs to be kept in constant touch with the developed leadership and spirit of the organization. To assist to this desirable end, the general plan for the visitation of clubs by district officials has been worked out and has proved of increasing value.

With the present size of Kiwanis it is impossible for any one International officer or even all the International officers to get in personal touch with all clubs. Therefore, in our scheme of organization we include the district officials as a most important means of passing on the "light" to our clubs. We believe that the plan of our organization is peculiarly effective for the spread of the broader leadership that insures efficiency and unity in club and district functioning. After the Annual Convention the new International Board, at its first meeting in July, gives itself to the development of its new programs and policies. The new International committees are appointed and develop their programs. At the International Council in December these policies and programs are brought to the District Governors, who are thus prepared for their work in district administration beginning January 1. The District Governors in turn train their Lieutenant Governors and District Trustees at their first District Trustees' Meeting in January, and thus prepare them to pass on this developed leadership to the clubs of their districts.

The visitation work of the district organization is the personal responsibility of the Governor and Lieutenant Governors. It is expected that so far as possible each club in a given district shall be, during the district year, visited by one of the district officers. In the larger districts the Lieutenant Governors are responsible for this visitation work in their divisions, under the District Governor's general supervision.

The visit of a district officer to a club is more than an occasion for fellowship and an inspirational address at the club meeting. The greatest service that a visiting district official can render to a club is through the sharing of his experience and counsel on club problems at conference meetings of the officers, Board of Directors, and committeemen or committee chairmen. Faulty club planning may be corrected and district and International programs and policies explained, and the relation of club, district, and International brought out for the future benefit of the club.

A club, therefore, when advised of the planned visit of a district official, should count this visit an opportunity of such value to the club that plans will be worked out very carefully and adequately to make the largest use of the presence of the district officer.

A visiting district official may at times feel a little reluctant to press his service too much upon a club, although because of his official position he has every reason for seeking to make his visit the most worth while to the club. A club, itself, should therefore plan for such district visitation in a manner which will secure for the club the greatest education and inspiration from the presence of the more experienced leader.

District visitation, including such conferences, is valuable, not only to the club, but also to the district organization. The visit of the district official immediately identifies the district administration personally with the club. The information secured enables the Governor and his staff to visualize the club and community conditions and to plan for the most practical assistance of the club. Nothing can make more helpful the work of district officials than the knowledge of actual club conditions which come to them through official visitation.

The information about a club as secured through the visitation of a district official is valuable also to the International organization in keeping itself informed concerning the growth and activities of our clubs and the general development of Kiwanis. Because of the very size of our organization, a knowledge of our clubs cannot be secured directly by International officers except in a few cases. This understanding must be secured through the visitation of our district officials and their reports. In this work the district is performing one of its most important functions in relation to clubs and to International.

Let our clubs, therefore, plan to make the most effective use of district officials upon their visits, and let our district officers, when visiting clubs, insist upon helping these clubs in the largest possible way, through round-table conferences with officers, Board of Directors, and committeemen or committee chairmen.

Let our District Governors and Lieutenant Governors "give light," and our clubs will then surely "find their way."

FRED. C. W. PARKER, Secretary.

This copy to be sent to International Headquarters, 520 North Michigan Avenue, Chicago, Illinois
(Other copies to be sent as indicated on each)



Report of Official Club Visitation

by the

Lieutenant Governor

(or in special cases, by the District Governor)



Visitation by _____ Club _____

Date _____ District _____

GENERAL

What are the outstanding strong points of club?

What are its weaknesses?

What corrective measures did you suggest?

What additional assistance needed from International and district?

Would a change in meeting time promote more attendance "make-ups" with neighboring clubs? _____

Have club's by-laws been revised in accordance with all amendments passed at past International conventions? _____

Will club undertake the sponsorship of a new Kiwanis club this year? _____ Where? _____

CLUB MEETING

Number at meeting? _____ Good meeting place? _____ Reception committee active? _____
 Were United States and Canadian flags displayed? _____ Kiwanis emblem or banner? _____
 How was fellowship? _____ Identification badges used? _____ Kiwanis road signs used? _____
 Public notice of meeting displayed? _____ Did you address club? _____ Subject? _____
 Prepared and timed order of business? _____ On time—opening _____ closing _____
 How did club sing? _____ How long? _____ Good leader? _____ Use Kiwanis song books? _____
 Did club make definite plans to make visitation effective? _____
 How are luncheon fees collected? _____
 What was your general impression of meeting? _____

BOARD OF DIRECTORS' MEETING

(It is expected that the Official Visitation Report will cover a meeting with the Board of Directors.)

No. of Directors? _____ No. present? _____ How long was meeting? _____ Where held? _____
Did meeting show adequate planning in advance? _____ Was agenda prepared and used? _____
Are monthly Board of Directors' meetings held? _____ At a definite time each month? _____
Are committee chairmen invited regularly? _____ Occasionally? _____
Are committee reports presented regularly? _____ Written or Oral? _____
Is club business conducted primarily in board? _____ What matters referred to entire membership? _____
Is a budget adopted and followed? _____ What is club's financial condition? _____ Present bal. \$ _____
Does club owe District? _____ How much? _____ What for? _____
Does club owe Kiwanis International? _____ How much? _____ What for? _____
Did you discuss general Kiwanis procedure with Directors? _____
Classification and Membership? _____ Programs? _____ Attendance? _____
Kiwanis Education? _____ Committee functioning? _____
Has club attained membership goal set by International Committee on Classification and Membership or by District? _____ If not, when will goal be attained? _____
Will club be represented at Minneapolis International Convention? _____ If not, why? _____
Will club be represented at next district convention? _____ If not, why? _____
Does club make use of quarterly bulletin of program suggestions for board and club meetings? _____
Does club observe its charter anniversary? _____ If not, why? _____
Does club issue weekly bulletin or luncheon notice? _____ If not, why? _____
Will club submit Achievement Report for current year? _____ If not, why? _____
Was club represented at Divisional Training School for club officers? _____
By whom—president? _____ vice-president? _____ secretary? _____
If not, why? _____
Did President conduct club Training School—for club directors? _____ For committee chairmen? _____
What was your general impression of Board and meeting? _____

CLUB OFFICERS

President

Give impressions of President as club executive _____
As presiding officer _____ Kiwanis interest? _____
Has he a Manual for Club Officers? _____ Kiwanis Helps in Print? _____

Secretary

Understand duties? _____ Use sound record system? _____ How kept? _____
Are books audited regularly? _____ Date of last audit? _____
Is surety bond provided? _____ What remuneration received? \$ _____
Have all club reports been forwarded to International and District? _____ If not, why? _____
Are club activities fully reported in Official Monthly Reports? _____
Are these reports submitted to the Board? _____ Does president sign Official Monthly Reports? _____
Are necessary Social Security reports filed as required? (U. S. Clubs only) _____
If not, why? _____

COMMITTEES

What committees are not functioning? _____

Are regular committee meetings held? _____ If not, why? _____

Does President attend committee meetings? _____

What, if any, committees essential to proper club operation are not appointed? _____

Did you meet with club's committees? _____ If not, did you confer with chairmen? _____

What committees showed ignorance of duties? _____

Are all committees provided with International committee literature? _____

Does president refer International committee bulletins to chairmen? _____

Suggestions concerning additional information to be sent _____

Are club committees made responsible for occasional programs by Program Committee? _____

ACTIVITIES

Comment briefly on club's participation in committee activities as listed below and on next page: _____

Attendance

Business Standards

Classification and Membership

Inter-Club Relations

Kiwanis Education

Music

Program

Publicity

Activities in International Objectives

Under-Privileged Child

Boys and Girls Work

Vocational Guidance

Agriculture (Rural and Urban Relationships)

Citizenship

(It is not expected nor recommended that clubs will appoint special committees for the following Objectives. Work in these fields should be handled by the regular committees, particularly the Committee on Public Affairs.)

Support of churches in their spiritual aims

Initiation and support of constructive policies of conservation

Cooperation in law observance and enforcement

Continued interest in public safety

Education in popular government fundamentals and citizenship responsibilities

Maintenance of the international good will existing between Canada and the United States

General

(Signed) _____

Lieutenant Governor





Report of Club Contact

by the

Lieutenant Governor

Use this form to report contacts made in ADDITION to the OFFICIAL VISITATION for which a SPECIAL REPORT BLANK is provided.

Contact by.....Club.....

Date.....District.....

Nature of Contact: (check) Club Meeting ☐ Board of Directors ☐ Club Officers ☐ Committee Chairmen ☐ Individual Conferences ☐

General purpose of contact:

Suggestions for Headquarters' assistance, if any, to club, officers, board of directors, or committees:

General: (Please report anything of value to a complete understanding of the club's condition, progress, problems, etc. Use other side if necessary.)

Signed.....
Lieutenant Governor.

This copy to be sent to Kiwanis International, 520 N. Michigan Avenue, Chicago, Illinois

Successful Sponsoring



Published by
KIWANIS INTERNATIONAL
MCGRAW-HILL BUILDING
520 NORTH MICHIGAN AVENUE
CHICAGO, U. S. A.

SUCCESSFUL SPONSORING

by
KIWANIS CLUBS

FOREWORD

THE development of new clubs in Kiwanis is one of the most important duties of Kiwanis International through the Department of Field Service at International Headquarters in cooperation with the district organization. Although there are now over 1,975 clubs with a membership in excess of 100,000, yet there is a great opportunity for conservative development in every Kiwanis District. Many communities will express the desire for Kiwanis. There are other cities which established clubs desire to see upon the Kiwanis map. Kiwanis will continue to have a normal, healthy growth and established clubs will continue to have an active part in its expansion.

The extension plan of Kiwanis is the result of careful study and the experience of many years. The growth of Kiwanis may be primarily attributed to its plan of building clubs, which is a combination of the volunteer efforts of Kiwanians together with the services of trained field service representatives.

This method is a great factor in the successful extension of Kiwanis. The personal contact by the sponsoring club assures Kiwanis as to the character and standing of the prospective members. In most instances the names suggested are those of years of business, professional or social acquaintance. The sponsoring clubs are able to supply the necessary enthusiasm and exemplification of Kiwanis at their regular luncheons.

YOUR DUTY TO YOUR NEIGHBOR

Your Kiwanis Club has benefited your community. It has justified its existence in your town many, many times and under all sorts of conditions.

It has provided an organized and proven plan for successful performing of civic work. It has given you the opportunity to perform your part of this work in company with those you appreciate working with, your friends and business and professional associates.

Your Kiwanis Club means much to you as an individual. Your life would not be as complete without the associations of Kiwanis.

These things are true, otherwise you would not be a Kiwanian.

Is it not fitting that you should offer to the citizens of your neighboring community those benefits and privileges that have come to you?

BUILDING A NEW KIWANIS CLUB

1. Uniformity

One outstanding feature of Kiwanis is the uniformity of its clubs. From coast to coast Kiwanis clubs are built on the same general plan. Not only is there uniformity in organization in Kiwanis but there is also uniformity in ideals.

In order that Kiwanis clubs shall be structurally the same it is necessary that the methods of procedure in building new Kiwanis clubs shall be uniform.

Members of the sponsoring club have had years of business or social acquaintance with the men who will comprise the membership of the new club and this personal contact of the sponsoring club with the prospective new club assures Kiwanis as to the character and standing of the members. Therefore, it is necessary to outline a uniform plan of procedure in the sponsoring of a new club so that each new Kiwanis club will be built in conformity with the clubs that now compose our organization.

2. Appointment of a Sponsoring Committee

The president should appoint a committee of three to five members which will function under his direction. He should write International Headquarters informing them of the personnel of the committee and request instructions and sponsoring supplies.

3. Sponsoring Supplies

Kiwanis International will forward to the chairman of the sponsoring committee the following forms and supplies:

- 1 Successful Sponsoring
- 1 Constitution and By-Laws of Kiwanis International
- 1 Standard Form for Club By-Laws
- 1 Petition for the Organization of a Kiwanis Club
- 1 Kiwanis Activities

1 Kiwanis in Brief

- 1 Objects and Objectives of Kiwanis International

4. Investigation and Survey

Before proceeding with the building of a new Kiwanis club a thorough investigation of the prospective city should be made by the committee appointed by the president of the club. This survey should indicate the type of citizens, the general appearance of the community, its progressiveness, opportunities for increase in population, available membership, existing community organizations and the manner in which they are supported by the citizens, as well as all other facts which would assist in determining whether or not the community is suitable for a Kiwanis club. (See last page of the "Petition for the Organization of a Kiwanis Club.")

5. Approval of Board of Directors of the Sponsoring Club

The results of this survey should be reported to the president of the sponsoring club who will submit the results of the investigation to the Board of Directors of the Club for approval of this sponsoring work as a club objective.

6. Notification of the District Governor and Kiwanis International

When the sponsoring of a new Kiwanis club has been adopted as a club objective the District Governor and Kiwanis International should be notified.

7. Sponsoring Procedure

The first duty of the Sponsoring Committee is to interest a group of outstanding men in a given community. One of these should be the key man around whom the club can be built. These men should be thoroughly sold before any further steps are taken. This may be accomplished by the use of literature, by personal conferences, by arranging visits at luncheons of

strong, successful Kiwanis clubs, or by a combination of all three methods.

The Department of Field Service of Kiwanis International will cooperate by corresponding with and sending literature or magazines to prospective Kiwanians submitted by sponsoring committees.

When the key group desires Kiwanis and expresses a willingness to actively assist in the building of a club the petition should be given them. The key group should be asked to secure the signatures of a few additional men, not over two from any single line of business or profession and representing as wide a range of classification as possible, and return the petition to the sponsoring club. The sponsoring club may be of assistance in this. The petition should then be presented to the District Governor, who in turn will mail it to International Headquarters.

The field service representative will then be dispatched to the prospective city and go over the plan for building a Kiwanis club with the interested nucleus.

8. Membership Fee

Under the direction of an assigned representative the preliminary group will decide upon the amount of membership fee to be paid by the charter members with their applications for membership. The amount should be determined upon the basis of the immediate budget requirements, providing for the payment of the charter fee to Kiwanis International, contingent charter program expense, miscellaneous items, prorated International and district dues and prorated magazine subscriptions. The membership fee for charter members will not exceed \$10.00 per member. The amount will vary according to the semi-annual period in which the club is completed.

The following example indicates the method of setting the membership fee for the charter members in a new club of twenty-five members, completed as of March 31, covering the above mentioned items, including magazine subscriptions for the balance of the year:

Charter fee	\$100.00	
Charter program (in case of need)	25.00	
Miscellaneous	50.00	\$175.00
<hr/>		
Prorated International dues for 3 months (\$2.00 per member per year)	12.50	
Prorated magazine subscriptions for 9 months (\$1.00 per member per year)	18.75	
Prorated district dues for 3 months (\$2.00 per member per year)	12.50	43.75
<hr/>		
		\$218.75

The amount of \$218.75 divided by twenty-five would set the individual charter membership fee at \$8.75. The fee in this case should be \$9.00 per member, and paid by each member with application for charter membership.

In adopting the standard form for club by-laws provision must be made for a stated amount of membership fee for new members after the charter membership is completed. It is suggested that the amount should not be less than ten dollars.

9. Club Dues

Annual dues should be set at an amount sufficient to care for the efficient administration of the club and must not be less than \$10.00, payable quarterly in advance. For many clubs a larger amount is advisable. This amount is determined upon the basis of a budget which includes such items as expense for club bulletins, stationery, postage, supplies, International dues, district dues, magazine subscriptions, In-

ternational and district conventions, and miscellaneous items. Dues are collectible immediately or within sixty days of the permanent organization.

10. Provisional Organization

In the event the key group finds it necessary to delay permanent organization it would be permissible to form a provisional or temporary organization of at least fifteen members in communities offering practical opportunities for at least twenty-five members. The temporary organization would continue to function for such necessary period as might be required to secure the full number of charter members, but for not more than ninety days unless special permission is granted from Kiwanis International. The assigned representative shall be empowered to collect sixty per cent of the charter fee of \$100.00 (\$60.00), and release the necessary supplies for administrative purposes. Following the permanent organization the club shall pay the balance of the charter fee, namely, \$40.00. If the provisional or temporary organization is not completed within the time specified for permanent organization, it shall cease to function and forfeit the amount paid on account of charter fee. The provisional organization shall in this case also return to Kiwanis International all supplies committed to its custody.

11. Sponsoring Activity After Permanent Organization

The sponsoring club may be of additional assistance to the new club, following its permanent organization, by assisting in the education of its officers and committees. This important part of the field service representative's work may be greatly benefitted from the experiences of the officers and committees of the sponsoring club.

The sponsoring club will, of course, be helpful in the planning for the charter presentation. It will attend and make the occasion an impressive success.

A Kiwanis club sponsored in this way is built from within. There is no infringement of classification requirements. Its membership is representative and congenial. No coercion has been used nor false enthusiasm aroused. Every member appreciates the value of Kiwanis.

The value of this method has been proven. Its success is universal.

FACTS TO REMEMBER

The permissible minimum charter membership is twenty-five.

The charter fee is one hundred dollars (\$100.00) payable at time of permanent organization.

After payment of the charter fee the balance from membership fees is retained by the club.

Annual dues include International dues of two dollars, payable semi-annually, the magazine subscription of one dollar and the district dues.

International dues, district dues and magazine subscriptions are prorated as to the time of the completion of the club.

Kiwanis classification permits two members from any line of recognized business or profession.

Avoid approaching more than one man in any particular firm until you have counseled with the field service representative.

Membership is attained by invitation and is therefore selective.

Membership is confined to men in executive position, as owners or part owners, managers

or assistant managers, district or local agents or branch representatives.

The new club will be only as strong as the key group presented to the field service representative by the sponsoring committee. He must depend on them to suggest the personnel for the charter membership.

HERE IS A REAL CHALLENGE!

The foregoing procedure calls for a definite activity of successful sponsoring from all clubs and these suggestions call for a minimum of time and expense involved. No single action of any Kiwanis club has such a potential force for good as the interesting of the nucleus for a new Kiwanis club. The civic consciousness which a Kiwanis club has aroused, the fellowship which it has developed and the service which it has rendered will be duplicated by the new club.





PETITION FOR THE ORGANIZATION

of a

KIWANIS CLUB IN _____

to

KIWANIS INTERNATIONAL

McGraw-Hill Building

520 North Michigan Avenue

CHICAGO, ILLINOIS

Kiwanis International,
McGraw-Hill Building,
520 North Michigan Avenue,
Chicago, Illinois.

Gentlemen:

Acting in the belief that a Kiwanis Club established in _____
would be to the best interests of this community and

that it would bring to our citizens a realization of their civic responsibilities
and transform them into workers thinking along the lines of civic betterment
and national improvement;

that it would create a spirit of co-operation which would enable other exist-
ing organizations to accomplish more easily their objectives;

that it would promote an instrumentality through which its individual mem-
bers might work toward the attainment of their ideals for civic improvement;

that it would develop a spirit of fellowship, friendship and co-operation for
the good of the city;

that there are available enough men of equally high calibre for the necessary
charter membership requirement, these men to be selected with a view to
their character, personality, responsibility and their willingness to work with
others for the betterment of the community;

that if such a club is formed in this city it will become a worthy member of
Kiwanis International, and hold a weekly luncheon or dinner meeting,

we, as representative citizens, give our unqualified endorsement to the movement and petition Kiwanis
International to establish a Kiwanis Club in _____, to which end
we pledge our active support.

Name	Address	Firm	Position	Classification
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

- IMPORTANT:—1. Not over two men from any single line of business or profession nor more than one individual from any
single firm or corporation should be invited to sign this petition.
2. A member's business classification is that business or profession to which he devotes 60% or more of
his occupational time within the territorial limits of the club.

[illegible]

CIVIC SURVEY

Population of City.....

Percentage Foreign }
or } Pop.....
Negro }

Character of City { Agricultural
Industrial
Distributing

Is City a
County Seat?.....

Principal Industries.....

.....

.....

.....

.....

.....

Number of Banks.....

Combined Capital.....

Number of Churches by Denominations.....

.....

Railroads.....

.....

What places are available for Club's luncheon?.....

Can Club increase its membership after chartering?.....

How many?.....

What civic activities are needed in your city which your Club might undertake?.....

.....

.....

What Civic Clubs now established (give membership of
each)

.....

.....

.....

.....

Number of men available.....

Number classifications available

(1) Retail

(2) Wholesale

(3) Manufacturing

(4) Professional

Enrollment High School.....

Name and Enrollment
College, if any.....

Approved:.....

DISTRICT GOVERNOR

Approved:.....

KIWANIS INTERNATIONAL



Expense Report

KIWANIS INTERNATIONAL

DISTRICT GOVERNORS

Name _____

ACCOUNT Expense Incurred:

☐ International Council Meeting _____ A-20☐ Official Charter Presentation _____ A-24☐ _____

DATE Expense Incurred _____

PLACE Expense Incurred _____

EXPENSES:

Railway and Pullman _____ \$ _____

Meals (Number _____) _____ \$ _____

Hotel (Number days _____) _____ \$ _____

Taxi _____ \$ _____

Telegrams and Telephone _____ \$ _____

Tips _____ \$ _____

Miscellaneous (itemize) _____ \$ _____

Total \$ _____

Voucher No. _____ Signature _____

Date Paid _____ Approved _____

Charter Presentation Report

This report to be mailed to International Headquarters by officer making presentation.
Attach the following: copy of printed program, newspaper clippings, speeches, etc., and expense report.

Name of Club.....District of

Date chartered.....19..... by.....
Name Office

Total No. Present: Sponsored by

No. of members of local club - - -

No. of members from visiting clubs -

No. of ladies - - - - -

No. of guests not Kiwanians - - -

Grand Total - - - - -

List Visiting Clubs Represented:

Name of Club	No. Present	Name of Club	No. Present
.....
.....
.....

List present and former International and District officers present and part taken in program:

List other civic organizations represented:

Any Special Features of the Program:

Were there any presentations of flag?..... shield?..... gavel?.....

GENERAL REPORT

(USE REVERSE SIDE IF NECESSARY)



SUPPLIES FOR NEW KIWANIS CLUBS

To each newly-built Kiwanis club an initial quantity of certain official supplies are furnished by the field representative, and as promptly as possible a charter box of complete official supplies is forwarded from International Headquarters.

These official supplies as furnished at the present time are as follows:

1. By Field Representative

"Manual for Club Officers" to
 President
 Vice-President
 Chairman Committee on Kiwanis Education

To each committee chairman is given a copy of a pamphlet on the duties of his particular committee as well as a copy of the International Committee Program for the current year. In addition the president and secretary receive one set each of the committee pamphlets of suggestions and the president receives an additional set of the International Committee Programs.

3 "Kiwanis Helps in Print" for distribution to the President, the Committee on Kiwanis Education and the Committee on Public Affairs

5 "Outline on Citizenship" for use of the Committee on Public Affairs

Standard Form for Club By-Laws for club officers and Committee on Laws and Regulations

Constitution and By-Laws of Kiwanis International distributed the same as club by-laws and also to chairman of Committee on Laws and Regulations.

Copies of the following pamphlets for each member:

"Back to Fundamentals"	"Kiwanis"
"Evolution of Kiwanis"	"Kiwanis in Brief"
"Fundamentals of Kiwanis"	"Kiwanis and You"
"Ideals of Kiwanis"	"Kiwanis Business Standards"
"Individual Worth"	"Objects of Kiwanis"
"A Kiwanian and His Work"	"Value of Kiwanis"

1 copy of "Successful Sponsoring" to the president

2 "Headquarters" pamphlets to
 President
 Secretary

3 "Functions of Kiwanis Clubs and Chambers of Commerce"

12 "Kiwanis Progress Flashes"

5 Suggested Greetings to New Members

5 copies of The Kiwanis Magazine

2 Official Supplies Catalogs

1 Sample Monthly Report

Public Activities Questionnaires for all members

40 Application Blanks for use of Field Representative

10 Proposal for Membership Blanks

Attendance Blanks in sufficient quantity to conduct at least five meetings

Lapel buttons for all members

1 President's Lapel Button

"Song Books" for all members (word books for all members; 10 books with music)

Enough white stationery and envelopes to send out luncheon notices for a meeting or two until the club can have its own printed.

1 $\frac{1}{2}$ inch electro of Kiwanis emblem

1 $\frac{3}{4}$ inch electro of Kiwanis emblem

Windshield transparencies for all members

Card identification badges for all members

2. By International Headquarters in Charter Box:

6 Sheets Treasurer's Warrants

6 Gold Plated Lapel Buttons

1 Treasurer's Cash Book

12 Treasurer's Monthly Report Blanks

1 Committee Report Blank

Membership Cards - 85 cards for 75 members

75 cards for 50 members

50 cards for 35 members

35 cards for 25 members

1 Transfer Binder (Imprinted)

500 Attendance Blanks

1 Set Sample Luncheon Notices

1 Electro - $5/8$ "

1 Electro - 1"

1 Window Transparency

1 Windshield Transparency

1 Supplies Catalog

1 Set Monthly Report Blanks

Copies of Convention Proceedings

Kiwanis LiteratureEducational

A Kiwanian and His Work
Back in Kiwanis
Back to Fundamentals
Evolution of Kiwanis
Fundamentals of Kiwanis
Individual Worth
Kiwanis
Kiwanis and Me
Kiwanis and You
Kiwanis Business Standards
Maintaining Maximum Membership and
Representative Leadership
Objects of Kiwanis
The Ideals of Kiwanis
The Value of Kiwanis

Miscellaneous

Outline of U. S. Citizenship

Informational

A Working Program of Vocational Guidance
Constitution and By-Laws of Kiwanis
International
Functions of Kiwanis Clubs and Chambers
of Commerce
Kiwanis Counselor's Handbook
Kiwanis in Brief
Kiwanis Progress Flashes
Kiwanis Vocational Guidance
Policy Relating to Community Service
Activities
Program of Personal Service to Under-
Privileged Children
Standard Form for District By-Laws
Successful Sponsoring
Suggested Greetings to New Members
The Under-Privileged Child
Vocational Guidance - A Play
What of the Luncheon Clubs?

SUGGESTIONS FOR CLUB BUDGET

List of items which may appear in the average club budget. These items will vary with the size of the club and the local situation.

Income

1. Membership fees from new members
2. Annual membership dues
3. Miscellaneous

Expenses

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. <u>Expenses Office of Secretary</u> <ol style="list-style-type: none"> a. Postage b. Stationery and printed material c. Club bulletin or luncheon notice d. Telephone and telegraph e. Clerical help f. Mimeographing and multigraphing g. Supplies from International Headquarters 2. <u>International and District Dues</u> <ol style="list-style-type: none"> a. International dues b. District dues c. Magazine subscriptions 3. <u>Conventions and Conferences</u> <ol style="list-style-type: none"> a. Expenses delegates to International convention b. Expenses delegates to district convention | <ol style="list-style-type: none"> 4. <u>Club Activities</u> <ol style="list-style-type: none"> a. Charity b. Sponsoring activity c. Civic activities d. Publicity e. International objectives f. Committee work 5. <u>Weekly Luncheon Meetings</u> <ol style="list-style-type: none"> a. Music at luncheons b. Speakers' expense c. Guest fund 6. <u>Miscellaneous</u> <ol style="list-style-type: none"> a. Club equipment b. Flowers for sick c. Percentage budgeted as a reserve d. Unclassified |
|---|---|

NOTES

1. Budget should be prepared by club Committee on Finance, or by Board of Directors
2. Total budget figures should not be exceeded
3. No expenditure should be made except under provisions of budget
4. A fair percentage should be budgeted as a reserve
5. Any civic activity contemplated should be budgeted separately. This item (4.c) applies only to promotion of civic activities. Practically all such activities inaugurated by the club will be financed by money raised outside the club in the community
6. Each social event should pay its own way. No expense budgeted
7. Items not relevant to program of a small club may be dropped out

EFFECTIVE COMMITTEES

The very nature of Kiwanis demands that the work of the organization be done by committees. Some organizations are geared to function through the forum plan, others entirely executively through officers. The work of successful Kiwanis clubs is practically all done by committees and it is essential that a club so organize itself that this may be brought about if it is to realize the mission of Kiwanis in its community.

I. Necessity for Committees

1. A Kiwanis club must be active. It must apply itself to the task to be done. To be successful it is a militant organization practically applying the principles of the Golden Rule in its community. As an active organization it creates work for itself.
2. It is too much to expect the officers of any Kiwanis club to undertake this burden. They must create the plans and supervise. The activities must be accomplished through committee work, thus lightening the burden on the officers and insuring deliberative action and the mean thought of several men rather than the ideas of an individual.

II. Value of Standing Committees

1. The work of Kiwanis has become somewhat standardized. Only through the combination of many clubs on a few International objectives may the power of Kiwanis become a national factor. Witness our work for the underprivileged child.
2. The experience of past Kiwanis clubs and the needs of our present organization dictate the establishment in each club of certain standing or standard committees each doing a particular work allotted to it.
3. The use of standing committees provides a channel through which each piece of Kiwanis work may be guided to its consummation.
4. It develops knowledge of organization on the part of the members and educates this membership against the folly of precipitate mass action without committee study. It places full responsibility for the progress of the organization in any given line on the shoulders of the chairman and the members of the committee dealing with this phase of the work.

III. Direction of Committees

1. The direction of the work of committees should be centered in the hands of the president.
2. Each committee should be responsible to the president and look to him for guidance in their work.
3. The president should at all times have the power of committee appointment and likewise the power of removal in case any committeeman should fail to function.

IV. Combining Some Committees in Small Clubs

In the new form of by-laws established for Kiwanis clubs, permission is given smaller organizations to combine certain committees. This is advisable in many cases. The attention of each club is directed to this possibility and also the possible reduction in the number of each committee.

V. Training for Leadership

1. The crying need of all Kiwanis clubs is properly trained leadership.
2. This leadership can only be developed through active participation in the work of Kiwanis. Kiwanis itself is a great developer of men.
3. The logical way for any member to participate in the work of Kiwanis is through committee service. We may expect to find the future officers and leaders of all Kiwanis clubs now serving on the committees in their respective organizations.

OFFICIAL MONTHLY REPORT

EXHIBIT "M"

112

This report should be forwarded as early as possible following the final meeting—the white blank to International Headquarters, the pink blank to the district secretary, the blue blank to the lieutenant governor, the yellow to be retained by the secretary.

Kiwanis Club of _____ Month of _____ 193____
(State)

Secretary _____ Address _____

Club meeting place _____ Day _____ Hour _____

MEMBERSHIP AND ATTENDANCE RECORD (Not Including Honorary Members)

Give total number of active and reserve members (not privileged) on the roll each week in first column. Give total number of active and reserve members (not privileged) in attendance each week in the second column. Give the total number of privileged members on the roll each week in the third column. If no meeting is held during a given week, give the total number of active and reserve members and the total number of privileged members on the roll that week in the separate columns provided and record a zero for attendance.

	Membership Active and Reserve Only	Attendance of Active and Reserve Members Only	Number of Privileged Members		Membership Active and Reserve Only	Attendance of Active and Reserve Members Only	Number of Privileged Members
First Week.....				Fourth Week.....			
Second Week.....				Fifth Week.....			
Third Week.....				Total.....	(1)	(2)	

Attendance Percentage for Month Divide Total Attendance of Active & Reserve Members (2) by Total Active & Reserve Membership (1) _____

Total Number of ACTIVE, RESERVE and PRIVILEGED Members, (not Honorary) at End of Month _____

CLUB MEETING PROGRAMS

Date Speaker Subject Committee in Charge Remarks

INTER-CLUB RELATIONS

Here report all plans for promoting inter-club relations, including inter-club meetings. In reporting inter-club meetings, indicate date, place, number of clubs represented, total number present, and the number of your club members attending, and any special features.

COMMITTEES

Name No. of Meetings Business Transacted Remarks

(Use next page for additional committees and reporting activities.)

This copy to be sent to Kiwanis International, 520 North Michigan Avenue, Chicago, Illinois

COMMITTEES (Continued)

Name	No. of Meetings	Business Transacted	Remarks
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SOCIAL ACTIVITIES

Here report social activities such as stag parties, ladies' nights, dances, ladies' luncheons, ball games, ball tournaments, golf tournaments, picnics, joint meetings with other organizations of the community, etc.

RELATION TO DISTRICT AND INTERNATIONAL

Here report attendance at divisional, district, and International meetings, district contacts, date of submitting reports, payment of dues and magazine subscriptions.

ACTIVITIES—INCLUDING THOSE ON INTERNATIONAL OBJECTIVES, PUBLIC AFFAIRS, ETC.

Under various headings below report the definite activities such as underprivileged child, boys' and girls' work, citizenship, rural and urban relations, vocational guidance, community affairs and welfare, business standards and other social and civic work instituted and carried out by the club through its own initiative. It will also include any such activities in which the club has cooperated with other organizations or agencies, not by mere resolutions or votes of approval, but by cooperative activities in which the members of the club have actually participated.

1. Under-Privileged Child

Here report all activities pertaining to the mental, moral, physical, and spiritual development of underprivileged children only. All other child welfare should be reported under "2. Boys and Girls Work."

2. Boys and Girls Work

Here report all child welfare work except that for underprivileged children, which should be included under 1.

state, and national problems, etc.

Here report activities that are contributing to close cooperation between those who live in rural districts and those who live in cities or towns.

for it, entering it, and progressing in it.

Here report activities which cannot be placed under the preceding five divisions—community welfare, civic improvement, etc.

GENERAL SUGGESTIONS

Members Complaining of Non Receipt of Magazine			
Name of Member	Issue Not Received	Address	Remarks

MEMBERSHIP REPORT

Kiwanis Club of _____ Month of _____ Date Forwarded _____

The receipt of the proper form at International Headquarters on or before the 10th of each month will insure delivery of The Kiwanis Magazine for the following month to members added. If received after the 10th your new members will not receive the magazine until the second month after the current issue. If adding Honorary members and they are to receive The Kiwanis Magazine their names should also be listed at bottom of page.

Additions—All Classes of Membership

Name of Member	Classification	Address	Date of addition	Kind of Membership	If former Kiwanian Name Club

Deletions—All Classes of Membership

Suspended members should not be reported as deleted until they are officially dropped from the club.
If deleted members have moved to another city, if possible give us new address.

Name of Member	Classification	Address	Date of deletion	Kind of Membership	Reason

Changes in Class of Membership

List in this space changes in class of memberships, i.e. changes from ACTIVE to PRIVILEGED, RESERVE to ACTIVE, ACTIVE to RESERVE, etc.

Name	Classification	Address	Date of Change	Indicate Change
				From to
				From to
				From to
				From to

Changes of Classification

Name of Member	Former Classification	Present Classification	Address	Date of Change	Kind of Membership

Changes of Address—All Classes of Membership

Name of Member	Classification	New Address	Old Address	Date Effective

Additional Subscriptions to Magazine

(Honorary members, non-members, libraries, clubs, hospitals, other organizations and institutions only)

Name	Issue	Address	Annual or Permanent

[Signed] _____

President.

[Signed] _____

Secretary.



**Maintaining
Maximum
Membership and
Representative
Leadership**



**KIWANIS INTERNATIONAL
MCGRAW-HILL BUILDING
520 NORTH MICHIGAN AVENUE
CHICAGO, U. S. A.**

MAINTAINING MEMBERSHIP

THE membership of a Kiwanis club does not maintain itself any more than does the employed force of an industry. Strong and adequate personnel is a result secured only from steady, persistent, studied effort on the part of those responsible.

The maintenance of personnel is a recognized phase of industrial management as well as the recruiting and training of workers. It is not enough at the beginning of a year to secure a certain number of workers and train them in their tasks, but each day throughout the year the problem of personnel must be cared for and the employed force maintained in numbers and with proper training to give adequate production.

Kiwanis clubs have the same problem in membership. It is not enough to begin the year with a reasonable adequate number of members, but proper plans must be developed and daily carried out to maintain the personnel of the club, even with the various changes that inevitably come throughout the entire year.

From a study of the additions, deletions and classification records of our clubs as reported to our Department of Records at International Headquarters, I am convinced that too few of our clubs are giving continued and adequate attention to the "maintenance" of membership.

Attention to membership is given too often only intermittently. Now and then deletions occur and no attention is given to the matter until perhaps one day someone thinks the club membership has become too reduced and then someone may propose the objectionable plan of some special effort to secure quite a number of additional members. The day when a membership campaign is suggested in Kiwanis has passed, but the day has not passed when Kiwanis clubs give no attention to membership for some months and then put forth a spasmodic effort to make up for lost opportunities.

In other clubs nothing is done, even in the study of the problem, until possibly some member suggests a friend who is a good fellow and who might be secured as a member of the club. Here again the approach to the problem is not

To assist Kiwanis clubs in maintaining their membership at a maximum in quantity as well as in quality in order to express a maximum representative leadership in their communities, the following reprints of the "International Secretary's Desk" page in The Kiwanis Magazine are brought together in this pamphlet:

Maintaining Membership.

Maximum Membership in Quantity
as Well as Quality.

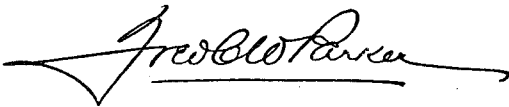
Assimilation of New Members.

Numerical Limitation Inadequate.

Reduce Membership Turnover.

Conservation of Members.

Maximum Representative Leadership.



Secretary

from the standpoint of the constant maintenance of membership, but rather from the incidental circumstances developed by some member suggesting a friend.

Committees on Classification and Committees on Membership must realize that they have a work to do each day of the year, and that only such continued functioning will insure the maintenance of the quantity and quality of membership.

The Committees on Classification should constantly study the various lines of business and the various professions represented in their cities, and list the possible classifications that might have representation in the membership of the clubs. In the Standard Club By-Laws this duty is stated as follows: "The Committee shall prepare and keep up-to-date a list of the business, agricultural, institutional and professional occupations represented in the territorial limits of the club." The fulfillment of this duty is essential to the proper maintenance of club membership. This is the foundation for club classifications. To have this knowledge kept up-to-date does not, of course, mean that every one of the classifications is to be represented in the membership. Only men who meet the standards should be proposed as members to represent such classifications. This selection of personnel is a duty of the Committee on Membership, but that committee needs the up-to-date and complete classification information for which the Committee on Classification is responsible.

The Committees on Membership should constantly study the membership problem of their clubs. Whenever there is a deletion there should be the effort to secure another member in that classification who is the strongest possible representative of that classification in the community. In other words, the committee should not simply propose "a friend" of some member but should raise the question as to whether there may not be available even a stronger representative for that line of business or profession whose membership would greatly strengthen the club.

The up-to-date classification list provided by the Committee on Classification should be constantly studied by the Committee on Member-

ship and this committee should always inquire whether there are additional men in the community of the proper personnel who could be proposed for membership for open classifications. Because the classification is not represented in the club membership is no reason for taking in a mediocre and unrepresentative member. Better no member than a poor one. An open classification presents simply an opportunity for possibly adding distinct strength to the club membership. Committees on Membership may well list the best men for proposal for membership when opportunity is afforded even as the Committee on Classification keeps a list of all possible classifications.

No club can have too large a membership if it will limit its membership to proper classifications and to proper quality of members representing these classifications. As I have said before, this is a far better means to maintain proper membership, even numerically, than is the artificial, numerical limitation of membership.

Kiwanis clubs may well learn from industry that they must not only recruit and train, but also "maintain" their membership. Only so can we be assured the stability for our clubs and their continued strength of leadership.

MAXIMUM MEMBERSHIP IN QUANTITY AS WELL AS QUALITY

A KIWANIS club in order to express full representative leadership must maintain its membership to that maximum in quantity and quality possible in its community.

If a club fails to increase its membership by additional members of high personnel for open classifications, that club is less representative than it should be in proportion to the classifications unrepresented and lacks the membership strength of the quality members who might be secured for the club.

A study of our membership statistics shows that many clubs have through careless or inefficient membership methods lost more members than they should have and in turn have failed to add the quality members that should have replaced those deleted.

The result is that there are too many of our clubs which now have a smaller number of members than they had at the time of receiving their charter. This condition is obviously a most undesirable one. It is due generally to the fact that clubs do not give constant attention to maintaining membership in proper numerical and personnel strength.

There are too many deletions of members due to preventable causes. Real progress has been made in overcoming these losses through more adequate instruction of prospective members, more complete education of new members, and the building of new members into the fellowship and working force of our clubs.

Some deletions result from the indifferent and mechanical dropping of members who in many cases could be conserved for Kiwanis if dealt with more personally through sponsoring members, Good Will and Grievance Committees, or officers and members closely related to them. The essential rules must be maintained if a Kiwanis club continues as such; therefore, it is inadvisable to continue the membership of one who shows such indifference and disregard for all requirements that he is fundamentally not a Kiwanian. Such judgment, however, should not be passed on members too mechanically, but only after all possible personal influences have been brought to bear upon the members to renew their interest and loyalty. Certain losses of members are inevitable in an active organization such as Kiwanis and in modern life with its many changes.

When membership losses are suffered, clubs should give prompt attention to filling the open classifications with members of possibly even stronger personnel than those who have been deleted. Too often, however, superficial membership methods result in no attention being given to vacancies made by deletions, or the open classifications are carelessly filled without adding strength of personnel to the club.

Some clubs allow these membership losses to go on for some time without attention and then suddenly awaken to the realization of the undesirable conditions. They then suggest as the remedy a "membership campaign." No plan could be more un-Kiwanian. It cannot possibly build up the membership as can the steady

labors to maintain the membership through sound classification and membership methods. Such special "campaigns" are almost sure to result in membership weakness rather than membership strength.

The sound and assured method for maintaining membership at a maximum in quantity and quality is the constant functioning of the Membership and Classification Committees. The Committee on Classification should maintain a perpetual classification survey of its community. It should be able any day to give information in regard to possible classification. The purpose of such a survey is not that every open classification be immediately filled with any kind of a member, but rather that the Membership Committee may have complete up-to-date classification information available in its study of the possible membership prospect in the community.

The Membership Committee should likewise be constantly on the job studying the personnel of the men in the community who are not Kiwanians so that that committee knows those men who are the best representatives of classifications shown in the survey as possible for the club. Such methods inevitably result in the adding of new members that strengthen the personnel of the club and the filling of classifications that round out its representative character.

Some clubs have sought to improve membership by the adoption of a numerical limit for the club membership. This is a great mistake because numerical limitation does not necessarily guarantee quality and by limiting the number of classifications represented in the club, lessens its representative character. The best method to control the number of members is fidelity to sound classification principles. It is an accepted Kiwanis axiom that we do not wish quantity of membership at a sacrifice of quality. However, the maximum number of quality members possible in conformity to classification principles is to be sought by each club to give it maximum power to serve its community.

Let's keep our Membership and Classification Committees constantly on the job, using sound and accepted principles. Our clubs will be the

stronger and Kiwanis International of larger influence when all Kiwanis clubs maintain their membership at a maximum in quantity as well as quality.

ASSIMILATION OF NEW MEMBERS

THE "add and delete" membership method is as obsolete and inadequate in Kiwanis as is the old "hire and fire" method of employment in industry. Proper job analysis, wise selection, adequate training and proper introduction of employees have been found by industrial executives to create a stability and morale that insure increased production. It is time for all Kiwanis clubs to adopt something better than the "add and delete" membership method so that there will result stability in membership and an increase in the leadership power of clubs.

Much has been written and spoken in regard to the need for careful selection of new members to insure quality of club personnel, and the wisdom of loyalty to sound classification principles in order to secure the true representative character of our clubs. No club can exercise too great care in selection and classification.

But thorough assimilation of new members is as essential to stability of membership as is wise selection and proper classification. Clubs have not made the same progress in assimilation of new members as in selection and classification. Even well-selected members who are of the right personnel and who are properly classified, are sometimes lost to Kiwanis because they are not adequately assimilated in the life and work of our clubs.

To make certain that members are built permanently into the organized structure of our clubs, more attention needs to be given to four matters:

1. More adequate information to prospective members.
2. Better education of new members in Kiwanis.
3. Better methods of making new members acquainted with all other members.
4. Better placement of new members in club responsibilities.

A study of the reasons for the deletion of short-term members from our club rosters reveals that many of our clubs give little or no information to prospective members concerning the responsibilities of the membership they are considering. It is so obviously unwise to accept members under such conditions that we are surprised that clubs do not exercise more care in this regard. If a man is allowed to become a member of a club with the misconception that there is no more obligation to attendance in Kiwanis than in some other organizations, it is not surprising if that man soon drops out of the club. The new member should not only understand that attendance at the weekly meetings is required, but the reasons for such obligation—not because the by-laws happen to be so written, but rather because of the basic character of Kiwanis as an organization. The prospective member should certainly understand the financial requirements of membership, the main activities of the club, the obligation to participate in the work of the club and the objects and objectives of Kiwanis International.

The new member who is better informed before he accepts membership will be far more likely to continue his membership and take an active part in the work of his club. One new member joining with full understanding of membership obligations is better than ten members taken in under the "add and delete" method.

But after the better-informed new member is in the club, he should receive a more complete education in Kiwanis. Large progress has been made in the past two years in the more adequate plans adopted by clubs for the education of new members so that they will more fully appreciate the nature and work of the organization with which they are affiliated and understand their responsibilities and opportunities for service more fully. There are, however, too many clubs that have not yet profited by the experience of the more progressive clubs in Kiwanis education. These clubs should develop more definite and appropriate plans for the education of their new members. Suggestions will be found in the leaflet "Suggestions for Club Committees on Kiwanis Education"

and in the proceedings of our conventions.

New members should of course be publicly welcomed in a fitting manner at the club meeting but this alone does not insure intimate fellowship with all members. Clubs should increasingly adopt the effective methods used by some clubs to make certain that new members are promptly made acquainted with all other members. Only by the friendship of all members can develop the real fellowship so essential to create leadership for community betterment.

Proper information prior to membership, and more adequate education and better acquaintance after becoming a member, will do much to assimilate the new member in a manner to make for stability in membership. Proper assimilation, however, has not been achieved until the new member has been drafted for service. Some clubs have developed plans that are helpful and effective in harnessing the new member to some phase of club work. More clubs should give wise and careful thought to this essential means to the proper assimilation of new members. The interests and preferences of all new members should be considered and their fitness for various aspects of club work and service should be determined. They should early be assigned some responsibilities so that they may be promptly conscious that they are vitally related to a "going concern."

Let's make certain that the obsolete "add and delete" membership method is used by no clubs. Let's plan and labor to secure a real advance among our clubs in the better assimilation of new members, with resulting stability of membership and increase in leadership power and club achievement.

NUMERICAL LIMITATIONS INADEQUATE

NUMERICAL limitation of membership has been adopted by some clubs as a means to insure "quality clubs" but this method not only fails surely to secure this desirable end but often develops undesirable conditions that make against the best life and development of a Kiwanis club.

This method of seeking to maintain the high membership standards of a club we believe is

inadequate even for a large club, though there may seem to be need for some such proposition for a club of large membership; but for a small club, it is not only an inadequate but even a dangerous method which there is absolutely no reason to adopt. Because of the tendency of some small clubs to turn to this method, it is considered timely to call attention to its inadequacy and undesirability.

The plan of numerical limitations of membership is urged by some as a means of preventing a club from becoming too large in membership. This end, however, can be secured by much surer and sounder methods, methods that are free from the possible evils and that make surer the true character of a Kiwanis club. A club that sincerely limits its membership by the accepted standards of quality in personnel and by fidelity to the classification principles of Kiwanis cannot become too large and is sure to be more truly representative in character. The excessive numerical size of a club even in a large city can only result from disregard of the quality of members and the camouflage of classification. Numerical limitation is no cure for these evils; in fact the numerically limited club that disregards quality of personnel and violates classification principles is sure to deteriorate.

To limit the number of members to be received in a given club cannot possibly guarantee the high quality of the membership. The limited number may be strong or weak men, men of excellent personnel or otherwise. The mere provision that the membership shall be limited to a certain number obviously does not furnish the means to insure that the members are of the desired type, character, business or professional standing, etc., yet there are clubs that deceive themselves by thinking that the adoption of a numerical limitation guarantees the quality of their organizations. This can be absolutely guaranteed only by the selection of members who conform truly to the membership and classification principles of Kiwanis.

The full representative character of a Kiwanis club may be and in fact generally is prevented through numerical limitation of its membership. The fixed number of members may be reached before invitations to member-

ship have been extended to all high grade and worthy men of the community whose classifications are open. In the degree that these classifications are not represented, a club fails to be truly representative. Some men may be kept out of the club's membership even though they are more worthy than present members and represent classifications not included within the club's membership.

Numerical limitation of membership may also create a wrong kind of exclusiveness in a club. A weak group may perpetuate itself when this provision is adopted by a club. The refusal of membership to others that are stronger men may only postpone the day when the club will represent genuine quality membership. Numerical limitation may entrench weakness and so be a real menace to a club—an exclusiveness which shuts out from a club high grade men of unrepresented classifications is thoroughly un-Kiwanian.

To express the fullest community leadership, Kiwanis classifications should be filled with men who meet the personnel standards of our organization. No club should accept as a member a man not measuring up to such standards simply to assure that a given classification is included within its membership. On the other hand, no club by any adopted method should make it impossible to add to its membership the available men of high grade personnel who would be included in classifications not represented in the club. Because numerical limitations puts a club just in this position, it is unsound and unwise. It is almost certain that the club will become limited not merely numerically, but in its fundamental representative character.

We urge that all clubs insure their high quality and true representative character, not by the artificial method of numerical limitation, but by the sure plan of selecting members of the strongest and highest personnel and strict conformity with the classification principles of Kiwanis.

REDUCE MEMBERSHIP TURNOVER

IN INDUSTRIAL management it has long been a standard practice to develop all possible ways and means for minimizing

labor turnover. Under the old "hire and fire" plan of employing labor, no thought was given to this problem as the serious results from the large change in employees were not realized. At last the more scientific study of industrial problems led to the understanding that labor turnover meant a tremendous financial loss, an increase of production cost and a decided lessening of morale. As soon as this loss was known, methods were devised for lessening the undesirable conditions and now an essential of proper industrial management is to keep labor turnover at a minimum.

This experience in industrial management has a lesson for Kiwanis. Kiwanis must endeavor to attain a low membership turnover as industry seeks to keep labor turnover at a minimum.

In an organization like Kiwanis where membership is fundamentally in the club and not in the International organization, there is necessarily a larger membership turnover than would obtain in the case of a fraternal organization where membership is inherently in the national or international organization, rather than in the local group. Another factor which increases membership turnover in Kiwanis is its unique type of membership as distinctly active and based upon a classification plan, limiting membership to two from a given vocation. Obviously, certain business changes lead to discontinuances of membership.

However, making all allowance for the necessary turnover due to the peculiar character of Kiwanis membership, a study of the membership turnover of Kiwanis shows that in the case of some clubs the percentage is far too high. The results are serious. There is, of course, a certain unnecessary financial expense involved in this turnover, but the most serious results are the lowered morale of the club and decreased power of its leadership. Obviously, in an organization which is constructed to create an intimate and strong fellowship as a basis for service and leadership in its community, a constantly changing personnel weakens the fundamental factors which make for stability and achievement and finally threatens the existence of the club.

Each club is urged to study its own problem of membership turnover. It will be well to

begin with the development of the statistics for the period of two or three years. In all probability these will reveal conditions which were hardly appreciated on the part of the members and officers who have not realized the total results of the changes gradually occurring month by month.

Whatever the showing of the statistics, it will be well for the officers and boards of our clubs to give serious attention to this problem of club management and consider ways and means for steadying membership. If the membership turnover is excessive, it should certainly be reduced. If it seems to be normal then methods may well be adopted that will insure the continuance of this desirable condition.

The correction of membership turnover must fundamentally begin with proper methods on the part of the Committees on Membership and on Classification. If a Committee on Membership is careless and superficial in its introduction of new members, or fails to give them a full realization of the obligations of Kiwanis, or recommends members who have not yet become thoroughly stable in their business or professional relations, then there is bound to result an unnecessary membership turnover in the club.

Therefore, it will be well to see to it that the Committees on Membership and on Classification are conducting their work in accordance with the best principles of Kiwanis, doing a continuing, steady work, rather than carrying on spasmodic methods to increase the membership. The Committee on Classification should maintain a thorough survey on possible classifications in each community and the Committee on Membership should be continually on the outlook for members of the right quality, who may add strength to the club when classifications are open.

Another definite factor in the control of membership turnover is the proper harnessing in of all members to the activities of the club. The average man desires, at least in as active an organization as Kiwanis, to have a real part in its work in some way. Active committees with well defined objectives, wisely supervised

and inspired, will do much to hold the interest of members. It is certain that if a club is achieving worth while things and members feel they are related to these, there will result a low membership turnover.

Another means for correcting excessive membership turnover is to give proper attention to those members who fail to attend the meetings with regularity, or who otherwise show an increasing disinterest in the club. A constant watch should be kept for such members. While certain letters and clever notices may help in winning these back, yet the best method is the personal one. The Committee on Good Will and Grievances, under its new type of functioning, may well be used at this point, but the officers and Board of Directors should wisely use others in trying to secure the renewed interest and better attendance of such members.

Let us all work together this year to make certain there is a low membership turnover in Kiwanis.

CONSERVATION OF MEMBERS

NOT less than from five to six thousand Kiwanians are lost to the membership of our clubs each year by their removal to other cities. The loss of some of these members is inevitable but we have not yet adopted adequate methods of conserving the many who might be continued in membership or might later be affiliated with new Kiwanis clubs.

A portion of these deleted members move to cities in which there are Kiwanis clubs and others take up residence and business and professional interests in cities where there are not yet any Kiwanis clubs.

Some of these who remove to cities with Kiwanis clubs are invited to membership and again become affiliated with Kiwanis and are thus conserved to our organization. Others are lost to Kiwanis for various reasons — because they do not become interested or because the clubs may not extend invitations to them, or because, even though interested, the clubs of the new cities cannot invite them to membership because their classifications are not open. Those who remove to cities in which no Kiwanis clubs now exist are, of course, unable to con-

tinue their membership and are therefore lost to Kiwanis at least for the present.

Better methods should be adopted by Kiwanis clubs to notify the clubs in other cities when former members remove to those cities. There is now no consistent practice in this matter. Some clubs forward such information about certain former members but by no means about all. Other clubs never forward any information. I believe it will assist much in the proper conservation of our membership if all clubs will adopt a uniform plan for forwarding information concerning members who are deleted because of removal to other cities.

When removals are to cities in which Kiwanis clubs are located, the secretaries should inform the clubs in those cities concerning the deleted members, their present address, business or professional work, club activities, etc. These letters should not express any views as to the action of the clubs in regard to inviting the former members to membership. This is a matter for those clubs to decide for themselves. Kiwanis membership is in the individual club. No member moving to another city has any right to demand membership in the club of that city, and, of course, no one, not even an officer of his former club, should make any such demand in behalf of any former member. The letter should simply forward information so that the clubs may look up the former members and reach their own decisions as to inviting them to membership if their classifications are open.

Information sent in the right spirit will certainly always be welcomed and appreciated. If the information is not forwarded, the clubs in other cities may not learn of the presence of former Kiwanians for a long time. Some of the best Kiwanians, whose membership should be conserved if at all possible, will be most restrained in making any contact with the clubs in the cities to which they have removed because they will not wish their actions to be at all misunderstood.

In the case of those Kiwanians who move to cities where at the present time there are no Kiwanis clubs, the information concerning their removal and their new addresses should be filed with International Headquarters so

that their names will be available whenever plans are developed for building Kiwanis clubs in those cities. Survey files of prospective cities are maintained at International Headquarters and all names of Kiwanians moving to such cities can readily be preserved in these files for future reference. A consistent forwarding of such information will therefore prove a means of ultimately using many former Kiwanians in the building of new clubs, and thus finally conserve them for Kiwanis.

On the present monthly report blank there is a space for indicating deletions and the reasons for deletions, but there is no special space provided for indicating new addresses of those deleted because of removal. However, such addresses can be readily placed on the blank if it is understood that this information is desired. It may be possible to revise slightly the space used for deletions to make special provisions for the addresses of those lost through removal. However, in the meantime, we ask all club secretaries to include this information on their monthly report blanks in connection with deletions. In cases where the new address is not known by the secretary, he is urged to use every possible means to secure the complete new address for inclusion in the monthly report. If the street address cannot be learned, try to secure the name of the firm or the building in which the office is located. Through such a plan the names of all members deleted for removal together with their new addresses will be available for filing with the Field Service Department.

Clubs are therefore asked at once to adopt the following uniform methods which will conserve many deleted members who otherwise would be quite unnecessarily lost to Kiwanis:

1. In the case of all members deleted because of removal to other cities, give complete new addresses on monthly report blanks when reporting deletions.
2. In the case of such deleted members as move to cities where now there are Kiwanis clubs, send letters of information concerning them to the clubs in those cities.

As Kiwanis membership is in the individual

Kiwanis club and not in the International organization, we cannot say, "Once a Kiwanian, always a Kiwanian," but through cooperation in membership conservation we should make it true that, "Once a Kiwanian, then a Kiwanian whenever possible."

MAXIMUM REPRESENTATIVE LEADERSHIP

Maximum representative leadership should be the goal of each Kiwanis club. The end of all its functioning should be to create a leadership of such strength and representative character, that it will be adequate to the worth while tasks in community betterment.

Leadership in Kiwanis is obviously determined by personnel. The strength of leadership will be determined by the personnel strength of the members and their standing in their community and business or profession. The representative character of the club leadership will depend upon how adequately the various business, industrial, institutional, agricultural and professional vocational activities of the community are represented in the membership of the club.

From this point of view, it is evident that the maintenance of a strong, representative leadership of a Kiwanis club is in proportion to the adequate maintenance of its membership. As its membership is kept to a maximum of quantity and quality, there will result the maximum strength of representative leadership. Likewise the achievements of the club are determined by the strength and representative character of its leadership.

Fellowship is not the goal of a Kiwanis club. It is rather fellowship for leadership. The intimate friendship of the members, developed through the weekly meetings, creates a bond of unity and fellowship which makes possible club leadership. If fellowship were the goal of a club, there would be no necessity for the membership and classification principles upon which Kiwanis is built. So long as a group of kindred spirits gathered together, they could enjoy the fellowship of their meetings. Whether the group was small or large or the members strong or weak would not count.

But when the goal of a Kiwanis club is conceived as the creation of a strong representative leadership for community betterment, it is at once obvious that quite different membership methods must obtain and that constant attention must be given to the maintenance of the membership in a manner that will make possible the kind of leadership typical of Kiwanis.

The membership of a Kiwanis club, therefore, must be maintained in quantity as well as quality if its leadership is to continue to have that strength and representative character necessary for accomplishing the objects of Kiwanis in its community. The Committee on Classification and the Committee on Membership have unusual responsibilities placed upon them, because only as they faithfully function in the maintenance of an adequate quality membership can the club attain to a maximum representative leadership.

The Committee on Classification should see to it that there is constantly maintained a survey of classifications for its community by which the Committee on Membership may be guided in its responsibilities of adding quality members to complete the representative character of the club. Only as this committee, through its survey, clearly presents the different classifications that may be represented in the membership of the club is there likely to result the diversity of representation in the membership which is essential to a thoroughly representative leadership.

The Committee on Membership must see to it that new members are added for all possible classifications, provided, of course, that there are available men for membership who meet Kiwanis standards. Obviously, to fill an open classification merely with a mediocre number avails nothing for club membership or for leadership. Such action adds no strength to the personnel of the club and, therefore, contributes nothing to its representative leadership. But so long as a club does not add to its membership strong, representative men in its community for whom there are open classifications, it is evident that the club is falling short of its possible representative character, and the

club is thereby weakened in its work for the worth while things in its community.

From the standpoint of representative leadership, it must be evident that the plan of numerical limitation adopted by some clubs is inadvisable and objectionable. In the first place, mere numerical limitation does not insure quality of membership. A club may have a limited number of weak members as well as a limited number of strong members. Under such a plan some possible classifications are not filled with thoroughly worthy, quality members, and thus the club is prevented from having a maximum representative leadership for its community work.

The necessary emphasis upon attendance in Kiwanis is obvious from the standpoint of maintaining representative leadership. Unless a member attends the meetings of his club and joins in its fellowship, he cannot contribute to the creation of its leadership. When he is absent, he is failing to contribute to the representative character of the club, for his particular business or profession is not represented. Absent members, however strong and outstanding in their community, can never produce the leadership essential to a Kiwanis club. Rather all members, representative of many different lines of business and professional life, must be present at the club's meetings and contribute thereby to the representative leadership of their club.

It is to be hoped that all Kiwanis clubs will appreciate this essential relation of membership to leadership and leadership to achievement. Clubs should seek to maintain their membership at a maximum in quantity as well as quality in order that each club may maintain and express a maximum representative leadership for the betterment of its community.



A Proven Plan
for
Increasing the Membership
of a Kiwanis Club



KIWANIS INTERNATIONAL
520 NORTH MICHIGAN AVENUE
CHICAGO, U. S. A.

PREPARED BY THE
INTERNATIONAL COMMITTEE ON
CLASSIFICATION AND MEMBERSHIP
1928-1929

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A Proven Plan for Increasing the Membership of a Kiwanis Club

THE MEMBERSHIP PROBLEM

THERE is an exhaustible supply of service club membership material in almost every city in which there is a Kiwanis Club. Membership material for Kiwanis becomes exhausted through the establishment of other service clubs in the community, and through membership turn over.

To maintain a proper quantity of quality members in every Kiwanis Club we must use a proven plan of membership increase which will:

1. Maintain our high standard of Kiwanis membership quality.
2. Maintain strictly the classification and membership requirements of our Constitution and By-Laws.
3. Lead to a continuous, rather than spasmodic, membership increase.
4. Permit the use of aggressive membership increase methods without affecting the quality of members secured.

Such a plan is presented in this pamphlet. This plan has been in constant and successful use among Kiwanis clubs for ten years. There is nothing experimental about it. To insure proper results the entire plan presented should be utilized.

KIWANIS MEMBERSHIP IDEALS

Quality Members

The success of the program of Kiwanis service is largely due to the high quality of our membership. It should be the goal of every club, not only to maintain, but to improve their membership quality.

Executive Qualifications

Membership in Kiwanis clubs is restricted by constitutional provisions to those men who

have executive responsibilities and to those engaged in recognized professions. While there are many men in every community who meet this essential qualification for Kiwanis membership, it is apparent that a definite plan of membership increase is essential to conserve available membership material of this character for Kiwanis.

Business and Professional Leaders

The practice of our Kiwanis clubs has established the ideal that every man selected for Kiwanis membership shall not only meet the constitutional requirements as to executive qualifications in business or be engaged in a recognized profession, but he must also be a recognized leader in his field of business or professional endeavor. The selection of just any man engaged in a vocation not represented in the club, even though he may meet the executive qualifications is not enough; he must be known throughout the community as a successful representative of his classification. It is desirable that men be selected who are affiliated with the National or International organization which coordinates the interests of those engaged in his business or profession. As a member of his vocational group selected for the honor of Kiwanis membership, he automatically becomes the emissary of Kiwanis ideals to those engaged in his vocation.

Civic Interest

The program of Kiwanis service which is applied through the personal activity of Kiwanians requires that every man considered for membership shall pass the test of his interest in his community and in his fellow men. He must be willing to set aside a part of his time and substance for those causes in which Kiwanis is interested.

Personal Qualifications

A man considered for Kiwanis membership must be of unquestioned and unquestionable business or professional honor and integrity. His business or professional standards and methods must be compatible with the high ideals of Kiwanis. He must have the reputation of meeting his financial obligations promptly.

To be considered for Kiwanis membership a man must be beyond reproach in his personal habits; a man who measures up to the high standards implied by the word "gentleman."

Dual Membership

Kiwanis is committed to the ideal of cooperation, as opposed to competition. A practical application of this ideal is represented in our Kiwanis membership plan which not only permits but promotes the active membership in a Kiwanis Club of two men simultaneously engaged in the same vocation. Dual membership in Kiwanis is more than a membership device; it is deeply rooted in the ideals of the organization.

Selected Membership

Kiwanis Clubs select their own members as opposed to the membership method of some organizations which requires voluntary application for membership. Only by a careful survey of the available membership material in each community and the specific consideration of each individual under the standards outlined in our constitution as reflected in the preceding paragraphs can the proper man be secured for Kiwanis membership.

MEMBERSHIP REQUIREMENTS

We quote, herewith, those sections of the International Constitution and By-Laws governing membership in Kiwanis Clubs:

CONSTITUTION OF KIWANIS INTERNATIONAL

Article V. Section 4. Active Membership

(a) The active membership of a chartered club shall consist of men of good character and community standing, engaged in recognized lines of business, agricultural, institutional, and professional life, within the territorial limits of said club, and

- (1) who are owners or partners;
- (2) who are executives, corporate officers, or managers with administrative duties and discretionary authority;
- (3) who, as district or local agents or branch representatives, are in entire charge of such agency or branch in an executive capacity; or

(4) who are engaged in any worthy and recognized profession, for which they have received the recognized standard education.

(b) Each active member of a chartered club shall personally devote, within the territorial limits of said club, sixty per cent (60%) of his occupational time to the vocational activity under which he is classified.

(c) The active membership of a chartered club shall be limited to not more than two (2) men simultaneously engaged in the same line of business, agricultural, institutional, or professional life for which a classification is provided.

(d) The active membership of a chartered club shall be further limited to not more than one (1) man in any given firm, company, institution, or organization; except that the Board of Trustees may grant permission to a club to elect to active membership more than one (1) man from certain unusually large firms, companies, institutions, or organizations, provided that each represents a different branch, department, or professional activity.

BY-LAWS OF KIWANIS INTERNATIONAL

Article II. Membership in Clubs

Section 1. Active Membership.

(a) Any man possessing the qualifications prescribed in Article V, Section 4, of the Constitution of Kiwanis International may be elected to active membership in a chartered club.

(b) No man shall be eligible to active membership in a chartered club who holds membership (other than honorary) in any other Kiwanis club.

(c) Active membership in a chartered club shall automatically cease in case any active member shall retire or shall permanently remove his vocational activity from the territorial limits of said club or shall change his vocational activity so as to be ineligible for active membership under the classification in which he was formerly listed. In such case he shall receive from the secretary of said club a certificate of withdrawal if in good standing, and he may be elected a privileged or reserve member as hereinafter provided.

(d) An active member of a chartered club shall pay a membership fee and annual membership dues, and shall be entitled to all privileges of the club.

Section 2. Reserve Membership.

(a) Any man who has been an active or a reserve member of a chartered club up to the time of permanently transferring his vocational activity to another city or to the territorial limits of another chartered club, and who, because his classification is filled, cannot become an active member of the chartered club within the territorial limits to which he has removed, may, upon presentation of his certificate of withdrawal, be elected a reserve member under the classification for the vocational activity to which he devotes sixty per cent (60%) of his occupational time. In case a vacancy occurs in active membership under the classification for the vocational activity in which said member is engaged, his reserve membership shall automatically cease; but he may be elected to active membership.

(b) Any man who has been an active member of a chartered club under a given classification, and who cannot continue his active membership because he has changed his vocational activity to one for which no classification is open in active membership, may be elected a reserve member under the classification for his new vocational activity, provided he devotes sixty per cent (60%) of his occupational time to said vocational activity. In case an opening occurs for active membership under the classification of the vocational activity in which said reserve member is engaged, his reserve membership shall automatically cease and said member shall be restored to active membership under said classification.

(c) The number of reserve members in any chartered club shall be limited to one (1) for each classification; provided that under unusual circumstances and upon application of the chartered club, the Board of Trustees may grant the privilege of two (2) reserve members in a given classification.

(d) Reserve membership in a chartered club shall automatically cease in case any reserve member shall retire or shall permanently remove his vocational activity from the terri-

torial limits of said club or shall change his vocational activity so as to be ineligible for reserve membership under the classification in which he has been formerly listed. In such case he shall receive from the secretary of said club a certificate of withdrawal if in good standing; and if he removes to the territorial limits of another chartered club, he may be elected a reserve member in such chartered club.

(e) A reserve member shall pay no membership fee but shall pay annual membership dues, and shall be entitled to all privileges of the club except those of voting and holding office.

Section 3. Privileged Membership.

(a) Any active member of a chartered club who shall have been an active member in good standing of one or more Kiwanis clubs for ten (10) or more years, or any active member of a chartered club who shall have retired from active business, agricultural, institutional, or professional life and who therefore has become disqualified to continue his active membership, may be elected a privileged member upon making written application.

(b) A privileged member shall pay annual membership dues, and shall be entitled to all privileges of the club.

Section 4. Honorary Membership.

(a) Any man who has performed some distinguished public service and who is not an active, reserve, or privileged member of a chartered club, may be elected as an honorary member of said club for the period of one (1) year and thereafter may be re-elected from year to year.

(b) An honorary member shall pay neither membership fee nor annual membership dues, and shall be entitled to all privileges of the club except those of voting and holding office.

ELECTION AND DISCIPLINE

The election and the discipline of active, reserve, privileged, and honorary members in any chartered club shall be by a two-thirds ($\frac{2}{3}$) vote of the entire board of directors of said club.

DUTIES OF THE MEMBERSHIP COMMITTEE

The duties of the Membership Committee of a Kiwanis club are stated in Section 11 of

Article IX of the Standard Form of Club By-Laws, as follows:

"The Committee on Membership shall devise ways and means of maintaining an adequate membership of such standards as are provided in these By-Laws. The Committee shall consider all proposals for membership and shall submit its recommendations to the Board of Directors."

It is apparent that the Membership Committee has two functions; one active and one passive. The primary function is that of planning and executing a definite program of membership development for the club, including the approval of prospective members selected under the standards outlined in this pamphlet and in the manner suggested in the following paragraphs. The secondary function is to pass judgment upon prospective members suggested by Kiwanians.

The Membership Committee is solely responsible under the direction of the officers of the club, for carrying out the plan outlined in succeeding paragraphs. This Committee should be composed of exceptionally representative and active members. The Chairman should be particularly aggressive and possess executive and promotional ability to a marked degree.

DUTIES OF CLASSIFICATION COMMITTEE

Many Kiwanis clubs have separate Committees on Classification and Membership. Some clubs have a combination Committee on Classification and Membership. Either plan is acceptable to Kiwanis International, but the plan of separate committees is commended to our larger clubs. International and district committees combine classification and membership because this work is promotional rather than operative. This pamphlet is written on the assumption of separate committees on Classification and Membership. The separate duties described to each committee in connection with the plan outlined in succeeding paragraphs must, of course, be undertaken by the classification and membership committees where the two functions are combined.

Section 5 of Article IX of the Standard Form of Club By-Laws outlines the duties of the Committee on Classification, as follows:

"The Committee on Classification shall interpret the classification plan of Kiwanis International and shall seek to secure and maintain the proper classification of members in accordance with these By-Laws. The Committee shall consider proposals for active and reserve membership, and shall submit its recommendation as to classification to the Board of Directors. The Committee shall prepare and keep up-to-date a list of the business, agricultural, institutional and professional occupations represented in the territorial limits of the club."

The primary function of the Classification Committee is the creation of a master classification list based upon a study of those vocations represented in the community. Kiwanis International does not publish an official list of classifications, taking the position that it is the duty of the International organization to establish the fundamental classification plan and administer its use, but each club is best prepared to create its own classification list. A specific plan for the Classification Committee to follow in creating the master classification list is submitted in a later paragraph.

UNLIMITED MEMBERSHIP

Kiwanis International is committed to the principle of unlimited membership. Unless the size of a Kiwanis club is limited because the largest room in the community where meals may be served just accommodates the present membership, or unless an actual investigation proves that there is no other acceptable man left in the city whose classification is not already filled in the club, there remains no reason for limitation of the size of club membership.

Classification of members is for the primary purpose of insuring that the club membership is representative of the business and professional vocations of the community. Our classification plan in itself provides a distinct limitation in size. To place an arbitrary numeral restriction upon the membership would preclude the club maintaining its maximum representative character.

ESSENTIALS OF A SOUND PLAN FOR MEMBERSHIP INCREASE

Any permanently effective plan of membership increase involves the following essentials:

1. Definite assignment of the responsibility for membership maintenance and increase to the Membership Committee.
2. The preparation of a master classification list for the club based upon a careful study of the vocations represented in the community.
3. A comprehensive survey of available membership material meeting our Kiwanis standards.
4. Selection, investigation and approval of prospective members under the approved classification by the Membership Committee.
5. Approval of prospective members submitted to the officers and directors of the club by the Membership Committee.
6. A definite plan for securing for membership those men approved by the Membership Committee and Board of Directors. This plan must take into account two fundamental facts:
 - (a) Men work more successfully when they are assigned definite tasks to perform.
 - (b) Men achieve the best results when they are assigned a definite time in which to perform a specific task.

THE MASTER CLASSIFICATION LIST

The Classification Committee will secure for its use copies of every available list of business and professional men, such as the classified City Directory, the classification membership list of Chambers of Commerce, etc. The Committee will then begin its work by listing those classifications represented in the community, as revealed by these lists considered in the light of our Kiwanis classification plan.

As a specific recommendation we suggest that a permanent classification file be prepared by using 3 x 5 ledger cards, listing each classification in the upper left-hand corner. That will permit listing the members under each classification, according to the present membership and as new members are secured. When the task of creating the master classification list is completed there will be a card in the file for every business and profession represented in the community.

Until a master classification list is prepared

the average club does not realize how much opportunity there is for membership expansion. This master list should be constantly kept up-to-date by listing new vocations represented in the community.

PREPARING LIST OF PROSPECTIVE MEMBERS

After the Classification Committee has completed the master classification list for the community and the present members of the club have been listed according to their respective classification, the Membership Committee is prepared to complete a survey of available membership material.

The first step for the Membership Committee to take is to seek the cooperation of members of the club, who are now the only members in their classification looking toward the selection of a qualified man to fill the additional membership under that classification in the club. Only about forty per cent (40%) of the classifications of the average club have two men in them. There is, therefore, an immediate opportunity for membership increase in filling each classification which has one membership only.

As a first step in a survey of membership material it is wise to secure the membership lists of other clubs of similar character in the community in order to eliminate from consideration men who cannot be accepted in Kiwanis. The second step is to use the lists of the Classified City Directory and Chamber of Commerce membership, etc., to stimulate the thought of those who are preparing the list of prospective members. For example, under the classification of "Accountants," reference to the list of accountants in the community will suggest the name of a man who would make a good member under that classification. This method may be followed throughout the list of classifications.

In the preparation of this tentative list of prospective members it is wise for the Membership Committee to enlist the cooperation of the officers and directors, and even an additional group of especially interested members, before whom the master list of classifications may be placed and whose wide acquaintance in the community will more quickly provide the names of prospective members.

The result of this survey of available membership material will be a considerable list of tenta-

tive prospective members, which is essential to a definite program of membership increase.

QUALIFYING PROSPECTIVE MEMBERS

Steps should be taken to qualify and confidentially investigate each tentative prospective member, having in mind the membership requirements and membership ideals set forth in preceding paragraphs of this pamphlet. Under this plan of qualifying each prospective member some names will be eliminated and in other cases the Committee will be more convinced than ever that the man under consideration is worthy of Kiwanis membership. Many clubs have found it extremely desirable to secure an unbiased confidential report from some recognized investigating agency to assist the club in determining the desirability of the prospect.

After each prospective member has been qualified the Membership Committee will vote upon the acceptability of the men under consideration, and a partial or complete list of prospective members will be reported to the Board of Directors for final consideration by them. If, in order to have the invitation immediately extended to approved men, only a partial list is submitted, additional names may be approved and submitted in subsequent reports.

APPROVAL OF PROSPECTIVE MEMBERS BY CLUB BOARD OF DIRECTORS

The names and full information concerning all prospective members approved by the Membership Committee will be submitted to the Board of Directors for consideration.

The By-Laws require that election to membership shall be based upon a two-thirds ($\frac{2}{3}$) vote of the entire Board of Directors. It would, therefore, seem desirable that this same vote be required on each prospective member who is approved for invitation to membership in the club.

It is apparent that under the foregoing plan only properly investigated and approved men are invited to membership. This eliminates all "solicitation" of individuals for membership. It also eliminates the unsatisfactory situation which develops when a Kiwanian voluntarily proposes the name of a friend who may not be acceptable as a Kiwanis member. This is in thorough harmony with the Kiwanis membership ideal that

we select our members rather than consider voluntary applications for membership.

INVITING PROSPECTIVE MEMBERS TO MEMBERSHIP

Now that the list of prospective members has been completed and officially approved by the Membership Committee and the Board of Directors only half of the work has been accomplished; the prospects must now be secured as members. We desire a plan for securing these new members which will accomplish the following results:

1. Make use of the largest possible number of present members in inviting the prospects to membership.
2. Have each prospective member invited by someone who knows him personally, and have the proposal form completed and signed by the Kiwanian who extends the invitation.
3. Secure each prospect's acceptance of the invitation as soon as possible after he has been approved for membership.
4. Set a definite period in which all prospective members may be invited to membership.

A Definite Plan

1. If the list of prospective members is larger than can be conveniently handled by the Membership Committee or the Membership Committee and Board of Directors, select a group of additional Kiwanians who may be counted on to complete any task assigned to them, to assist in extending invitations to the approved prospective members.

2. Arrange for these Kiwanians to meet at a convenient time, on which occasion there will be the following procedure:

- (a) Have the Chairman of the Membership Committee read the names of the approved prospects under the several classifications, asking each man present to ask for and have assigned to him the names of those prospects whom he knows personally.

It will be found that a very small number of names, if any, will be unassigned. The remaining names should be handled by the Membership Committee.

- (b) As each name of all approved prospective members is assigned, the Secretary of the Club will make a proper notation so that there may be a consistent follow-up of the members accepting the assignment.
- (c) After the names have all been assigned it is wise to divide the group so that two men will meet and extend the invitation to each prospective member. Since one of these two is already acquainted with the prospective member, the presence of another Kiwanian lends added dignity to the invitation.
- (d) After the names of the approved prospective members have been assigned, specify a week during which the club desires the invitations extended—a definite period in which the work of invitations is to be accomplished.

3. The Membership Committee may prepare a series of letters to go to each member who has been assigned an invitation task to be received by him each day during Invitation Week, to remind him that he has a task to perform for Kiwanis that day.

4. The weekly meeting during Invitation Week or the meeting of the week following Invitation Week should be so arranged that each prospective member may accompany his sponsor to the club meeting, whether he has definitely accepted the invitation to membership or not. The meeting on that occasion should be distinctly Kiwanian in character and be devised to completely inform these prospective members regarding the plan and purpose of our Kiwanis organization as well as regarding the activities of the local club. There can be no objection to inviting these approved prospective members since their previous approval by the Membership Committee and Board of Directors is tantamount to their election to membership which takes place after they have signified their willingness to join the club.

In the presentation of Kiwanis to the prospective members use should be made of standard Kiwanis literature which can be secured in needed quantities without cost from the headquarters' office of Kiwanis International. The pamphlet "Kiwanis and You" is devised especially for use with prospective members.

MEMBERSHIP SUPPLIES AND THEIR USE

As much preliminary education as possible of the approved prospective members is desirable. For this use the Membership Committee should place in the hands of those designated to invite the prospective members to membership copies of the following pamphlets, which may be secured from International Headquarters without charge:

- "Kiwans and You"
- "The Ideals of Kiwanis"
- "The Value of Kiwanis"
- "A Kiwanian and His Work"

Kiwanis does not use an application membership form of any sort since the whole theory of Kiwanis membership is based on selection rather than voluntary application. After the prospective member has been selected and approved for membership his name is officially proposed by the Kiwanian who extends the invitation to him, and the "Proposal for Membership" card is used. A supply of these cards may be secured from Kiwanis Headquarters.

After the approved prospective member has accepted the invitation for membership, he is requested to complete the "Membership Information Blank." This blank gives detailed information concerning the new member which is not included in the "Proposal for Membership" card. A supply of these information blanks may be secured from International Headquarters.

At the time of the official introduction of the new member to the club he should be presented with a Kiwanis lapel button by the President of the club. These buttons should be paid for out of the club funds. Kiwanis lapel buttons of various qualities and at various prices may be secured from International Headquarters.

PROCEDURE WHEN KIWANIAN PROPOSES PROSPECTIVE MEMBER

The ideal method of membership development is the careful survey of membership material in the community, the investigation of those considered favorably, the approval of those who meet Kiwanis qualification requirements, and then an official invitation to the approval prospective members.

On the other hand there is no desire to pre-

clude a present Kiwanian from proposing the name of a prospective member. It should be understood, however, that this proposal should be submitted without the knowledge of the man being proposed, since it is only in that way that the possibility of misunderstanding both on the part of the man proposed and the Kiwanian making the proposal can be eliminated.

The Kiwanian proposing a man for membership will complete a "Proposal for Membership" card and submit it to the Classification and Membership Committees. If the Classification Committee indicates that the man can be properly classified, and the investigation of the Membership Committee indicates that he meets all Kiwanis membership requirements—and the favorable reports of these two committees are approved by the Board of Directors, the Membership Committee will then request the Kiwanian proposing the prospective member's name to officially invite him to membership in the club.

INTERNATIONAL HEADQUARTERS' SERVICE FOR PROSPECTIVE MEMBERS

A plan has been developed at International Headquarters to assist clubs in interesting prospective members through sending to them letters and literature with a sample copy of The Kiwanis Magazine. If after prospective members have been approved for invitation to membership by the board of directors of a club these names are sent to International Headquarters, the series of letters with literature will be sent to the individuals in the name of Kiwanis International. No names should be sent until the board of directors have approved them, and after the names are forwarded to International Headquarters clubs should promptly notify Headquarters when any of the men whose names are sent in are voted into the membership of the club or eliminated from the list of prospective members so that no further promotional letters and literature will be sent to them.

RECLAIMING FORMER KIWANIS MEMBERS

Kiwanis has materially strengthened its personnel and program of service in recent years. Some good men drop out of Kiwanis because of

their lack of interest in the club under conditions which improve. A very small percentage of former Service Club members ever accept membership in another club of similar character in the community, probably feeling some embarrassment in considering another club when they deliberately forfeited their membership in a club of similar character.

The men among this list of former Kiwanians in the community who fully meet present Kiwanis membership standards are excellent prospective members. A list of such men should be prepared from the club records and an effort be made to re-establish their Kiwanis affiliation.

ASSIMILATING NEW MEMBERS

A definite plan for the assimilation of new members is essential to any constructive program of membership increase. The work of assimilation is educational in character and is largely under the leadership of the Committee on Kiwanis Education. The Pamphlets completely outlining an adequate educational plan are available to the club committee on Kiwanis Education from International Headquarters.

The most important initial step in the assimilation and education of the new member is his official introduction to the club—this introduction to be dignified in character and should include the presentation of all the important information regarding the new member,—his classification, his business connection, etc. The introduction ceremony should also include a brief educational talk concerning the obligations and opportunities of Kiwanis membership, and new members secured during a given month should be officially introduced at the first meeting of the month following their acceptance into the club. This procedure is far more impressive and far more economical in time than the official presentation of each new member the week following his acceptance into the membership.

A most effective method of Kiwanis education is some adaptation of the tutor system. Under such a plan the new member is made a member of a class to receive Kiwanis instruction, or is assigned to a Kiwanian for instruction purposes.

The regular monthly, by-monthly or quarterly meeting of the club devoted to Kiwanis

education is an essential part of an adequate program of education of the new as well as the old members.

An essential element in the education of each new member is the assignment to him of some specific task in the club. A plan should be in vogue by which every member is assigned to an active committee; thus the new member learns Kiwanis through activity as well as precept.

Back in Kiwanis

by

*A Former International Committee
Chairman*

—
A Reprint from July, 1934, Issue
THE KIWANIS MAGAZINE



KIWANIS INTERNATIONAL
520 North Michigan Avenue
Chicago, Illinois



ACK in Kiwanis again!

And what a feeling of satisfaction that knowledge gives a fellow who, after years of activity in the club, district and International affairs, was compelled by circumstances to deprive himself of the priceless associations he had made as a Kiwanian!

I joined Kiwanis eleven years ago and was immediately imbued with the spirit of Kiwanis by the best president any club ever had.

I not only joined the club, but I became a Kiwanian and got busy in club affairs.

I served my club on its board of directors and was secretary several years. Several district governors gave me committee chairmanships and I edited the district publication three years.

My Kiwanis ambition was fulfilled when I received a place on an International committee and when, the following year, I was appointed chairman of that committee, I enlarged on my ambition.

Then came orders from my family physician to cut out all unnecessary labor! I relinquished all activities not directly connected with supporting myself and my family.

Then the depression came along.

The membership of my club started to dwindle. Meetings became less interesting, because we were not interested in anything but the dire economic situation in which we found ourselves—although few of us were "hard-hit," after all.

The aims and objectives of Kiwanis which once looked so attractive and so easy of achievement, appeared to

be goals impossible of attainment in a nation whose social and economic structure was tottering.

My "yellow streak" dominated my better inclinations, and I resigned from Kiwanis.

I remained out of the club a year, during part of which time the club became weaker and weaker. Then it began to recover and take on new life. A hard-working president, assisted by the Kiwanians who stuck by the ship—and they were real Kiwanians—began to build up the club.

He added new members and tried to persuade the old members to return to the fold. In spite of the fact that I was one who deserted the group when it needed me the most, I was invited to return to the club—and I did!

After I left the club, I was more or

less happy about it. I had thrown off the obligations of attending weekly meetings. I was saving the money spent for Kiwanis luncheons and for dues—and was spending it for far less worthy purposes.

But the happiness did not last long. It was succeeded by a realization that I had failed miserably in my duty, had voluntarily cut myself off from my most pleasant associations and had made a colossal mistake!

After I had again qualified to wear a "K" on my coat lapel, I had a sort of mental comfort I had not known since I left the organization. Meetings, probably no more interesting than those I found boresome a year ago, seemed very enjoyable and the personal touch with my fellow Kiwanians, which I had disrupted, brought me untold pleasure.

A man who has once been a Kiwanian cannot afford to sever his connection with his organization—and it's a pity he has to do that very thing to find out that fact! It has been a painful experience—but an exceedingly valuable one—to me.

One fellow cannot accomplish much in this world, unless he is a man of unusual ability. But fellows like me and you can accomplish great things, when thousands of us get together to perform whatever service we can perform through clubs, large and small, throughout two great countries.

Like every other enterprise in this nation, Kiwanis International felt the effects of the depression. It lost members, but it did not lose prestige and, when recovery started, Kiwanis started to grow again.

The only way in which men who

dropped out of Kiwanis when it most needed them can redeem themselves in their own estimations and in the eyes of the fellows who refused to let go, is to get back into the organization and go to work with vim and energy.

These old, experienced members, even if they did show a yellow feather once, can do more to rebuild Kiwanis to its former size and quality than can any other influence.

I'm back in Kiwanis because I have learned, conclusively, that I need Kiwanis infinitely more than Kiwanis needs me.

If the rest of you who dropped out haven't come to a similar realization, don't go back. If you have experienced this feeling, get back into Kiwanis as fast as you can. It will do both you and Kiwanis a lot of good.

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OFFICIAL BULLETIN *to* KIWANIS CLUBS

ISSUED BY KIWANIS INTERNATIONAL



August 21, 1939

To All Kiwanis Clubs:

SUGGESTIONS FOR ADVANCE PREPARATION OF BOARD AND CLUB MEETINGS

FOR

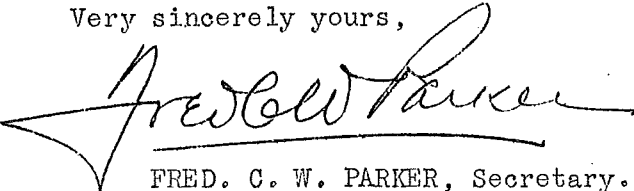
OCTOBER, NOVEMBER, and DECEMBER

The attached board and club meeting suggestions for October, November, and December are sent with the hope that they will stimulate advance program building and at the same time create a renewed interest and activity that will insure the desired climax to a successful administrative year.

The fall and early winter months offer wonderful opportunities for a schedule of diversified meetings. This, the last calendar quarter of your administrative year, is of utmost importance to the club's welfare. Club programs should be arranged well in advance to insure a schedule that is of interest to every member.

Inasmuch as we are dependent to a large extent upon receiving the cooperation of the club secretaries for our suggestions, we continue to urge that an account of all unique and worth while programs proving successful be included in the official monthly reports.

Very sincerely yours,



FRED. C. W. PARKER, Secretary.

SUGGESTIONS FOR MEETINGS OF BOARD OF DIRECTORSOCTOBER, NOVEMBER, and DECEMBER

1. THE DISTRICT CONVENTION (subject to date of convention)
 - a. Make certain that all necessary steps have been taken in accordance with the district's by-law requirements for official representation, and encourage the attendance of as many others as can possibly go
 - b. Set aside one meeting following the convention at which the official delegates shall make their reports
2. CLUB MEMBERSHIP. At the commencement of the year every club president and every board of directors had definitely fixed plans in regard to membership development. Consider those plans in conjunction with the present roster and with the opportunities in the remaining three months for overcoming any shortcomings:
 - a. Addition of new members
 - b. Reinstatement of former members
3. CLUB ATTENDANCE.
 - a. Methods of improving the attendance of habitual absentees
 - b. Encouraging members who miss club meetings to make up their attendance at other Kiwanis clubs and thereby receive credit for attendance
 - c. The many forms of contest that can readily be adopted as a means of stimulating club attendance and good fellowship
 - d. The values and pleasures of acting as host club to, or participating in, a divisional or inter-club meeting
4. CLUB PROGRAMS. Cooperate with the program committee to the fullest extent in order that the remaining programs of this year may:
 - a. Further the club's community projects
 - b. Contribute to an increased share of good will and fellowship
 - c. Promote the objectives of Kiwanis International and the programs of the district by taking advantage of the many constructive articles appearing in The Kiwanis Magazine
5. In accordance with the requirements of your club's by-laws, make adequate provision for holding the annual club meeting and election of officers
6. To extend the work of Kiwanis to neighboring cities:
 - a. Consider the surrounding cities where there exist no Kiwanis clubs today
 - b. Discuss their possibilities from the standpoint of:
 - (1) Ability to meet and maintain the standard requirements of a Kiwanis club
 - (2) The value of the club planning a meeting in cities favorably considered to which a number of leading business and professional men can be invited
 - (3) Desirability of working closely with the lieutenant governor of the division and district governor in order to receive their assistance
 - (4) Instructions and help available from the Field Service Department at International Headquarters
7. STAGGERING THE DAY AND TIME OF CLUB MEETINGS. In cooperation with your district officers, study the day and time of each club in your division and any other neighboring Kiwanis clubs. In the event that there is too great a similarity in the matter of meeting days and times and there is an opportunity to correct the situation, clear the matter with the lieutenant governor, notifying International Headquarters at the same time.

OCTOBER

"The weakening of religion slowly unravels the complex web of social control. Authority and discipline decline in the family and the school. The freedom of youth, manners and sex becomes so exuberant that at last, as Plato put it about 380 B.C., 'the horses and asses come to have a way of marching along with all the rights and dignities of freemen -- and all things are just ready to burst with liberty.'" The foregoing is copied from the very outstanding article: "The Crisis in Christianity" by Will Durant that appeared in The Saturday Evening Post of August 5 of this year. An Objective of Kiwanis International for the administrative year, 1939-40, is: "To render service by the support of churches in their spiritual aims." Loyalty Days for 1939 are: Saturday, September 30, and Sunday, October 1.

CITIZENSHIP. "That man who does not vote in every election, and who does not do his duty when his name is drawn for jury duty, is not a good citizen." The above is quoted from an editorial by Roe Fulkerson, The Kiwanis Magazine, December, 1938. A club member engaged in the legal profession can provide a very interesting and instructive program in explaining the requirements of jury service.

"Mr. Motorist, You're the doctor." The Safety committee of the Kiwanis Club of Brockport, New York, realized that so much damage is done by overzealous but ignorant helpers handling injured persons in cases of accident that it deemed it advisable to print and distribute a set of rules. The rules were prepared by club members in the medical profession and made complete, concise, and correct. This worth-while project suggests a club program where one or more members holding the medical classification discuss what to do in cases of automobile injury.

RESOLUTIONS. As a member of Kiwanis International every club is urged to consider the resolutions adopted at the twenty-third annual convention of our organization. The resolutions appear in the official proceedings of the convention and also were listed in the August issue of The Kiwanis Magazine. The majority of the resolutions are directed to present problems affecting every city in Canada and the United States. Their substance provide topics for club discussion and a basis for committee activity confined to the club's territorial limits.

"What college students are thinking" represents the program topic at a meeting recently conducted by the Kiwanis Club of Champaign-Urbana, Illinois. It is suggested that a group of high school seniors be invited to a meeting to express their frank opinions on a variety of subjects including present day:

Art	National, State and Municipal government
Religion	Men and Women's attire
Theatre	Education

THANKSGIVING DAY - for Canadian clubs. The Special International Committee on the Support of Churches in Their Spiritual Aims suggests that clubs urge through all their committee activities the importance of the "Greater Recovery," meaning the strengthening and development of the moral and spiritual resources of our nations. This year's celebration, more than any of the past, could well be made an occasion for reviewing those great spiritual forces in the lives of our countries' patriarchs. Reference is made to the article of International Secretary Fred. C. W. Parker: "The Greater Recovery" that appeared in The Kiwanis Magazine, October, 1935. Copies of the article can be obtained from International Headquarters.

Modern Methods of Insulation. The family activities of our fathers and mothers largely centered around the old wood burner or kitchen range in the winter time. The remainder of the house was closed off. Today a majority of the homes are insulated against both cold and heat. Your "building" or "home construction" member can explain modern methods of insulation, the principal of insulation, the merits of the various merchandise on the present day market and methods of installation.

"To strengthen the confidence of the farm boy in himself and his work" constitutes one of the purposes of the organization of Future Farmers of America. The club committees on agriculture and boys and girls work could well unite in a plan of entertaining a group of prospective Future Farmers drawn from the rural neighborhood and tell them of the purposes and achievements of this national organization of farm boys who have been studying and practicing agriculture under the leadership of thousands of vocational agricultural teachers in the high schools. In addition to the feature talk which should be made by an agricultural teacher from the high school, or if possible, by a State Adviser of the Future Farmers of America, one or two old-time local farmers could be secured to say a few words on the advantages available to the youth of today compared with when they were boys.

DIAMONDS. The encyclopedia, The Americana, devotes more than six pages to information on diamonds. Assign a program to a member holding the classification of jewelry and have him tell the membership something of the history of the great diamonds distinguished for their beauty and size.

"1939 EXPOSURES." Of all the treasured possessions probably none are more highly prized than those motion pictures that we ourselves take. In every club are to be found motion picture fans and it is suggested that a program be devoted to the showing of "Where we went and what we did in 1939."

UNEMPLOYMENT. International President Bennett O. Knudson recently made the statement: "In my opinion, the time is present when our organization and organizations of similar purpose must give greater emphasis to matters affecting the fundamental problems existing at the time and to the principles upon which our government was established and possibly less emphasis for the time being upon matters of a social nature." President Knudson referred to unemployment as a major problem, reminding his audience of the resolution unanimously adopted at the recent convention of Kiwanis International at Boston. It is suggested that every club could well hold an open discussion for the purpose of soliciting the views of the members concerning what they as citizens would do to assist in solving the unemployment problem and put men back to work in their community.

RECOGNITION. In every community there exist men and women who have served the public in positions of trust faithfully and over periods of many years. Among such public servants one thinks of the municipal officers, the public librarian, ministers of the gospel, men in the medical profession, educators, the district visiting nurse and many others. In its program of Citizenship Kiwanis can well pay tribute to all such men and women at a meeting where they are made the club's guests of honor each being individually introduced with a brief statement made on the service rendered.

"Patent Medicines and Quackery," is a topic that was recently discussed before the members of the Santa Monica, California, club.

Forum Meetings. Both Canada and the United States are concerned with a farm problem which presents surpluses in grains and other products. World forces beyond the control of any nation are playing havoc with international and domestic markets. Already the nations of the world are spending in excess of two billion dollars a year for agricultural subsidies. Farm income, soil conservation, agricultural loans, export sales policies, world surpluses and proposed agricultural legislation are subjects of vital interest to the entire community and immediate agricultural area.

THANKSGIVING DAY - for United States clubs. See suggestions for commemorating Thanksgiving Day in Canada, included with the October suggestions.

Christmas Lighting Festival. For four successive years the Kiwanis Club of St. Petersburg, Florida, has contributed in large measure to the beauty and sacredness of the Christmas season by sponsoring a city-wide movement for the illumination of its city. The whole story of how it was done can be found in the December, 1938, issue of The Kiwanis Magazine. It is suggested that the committee on public affairs secure the club's official copy of the magazine and study the article on page 744 and then be assigned a program when they can discuss its contents in the light of undertaking a similar project.

"Women Who Have Achieved" constituted the theme at the annual Daughters Day meeting of the Kiwanis Club of Chicago in 1938. Each year the event is made a gala occasion with the wives, daughters and lady friends of the membership in attendance. Weeks in advance of the meeting a special committee composed of club members and their wives had carefully completed a list of fifteen of the city's "women who have achieved" in their respective life's work. As the club's guests of honor, these fifteen famous ladies graced the head table and each in turn was formally introduced to the meeting and a brief description given of the work engaged in. Rhea Seeger, editor of the Chicago Tribune's Fashion column delighted her audience with a very clever fifteen minute talk. A corsage was presented to every daughter present. Much of the success of this looked-forward-to event is due to early preparation by the committee; to a careful timing of the program and to scheduling the program for a date when the majority of daughters are free to attend.

MUSIC DAY. Every member in Kiwanis International recognizes the outstanding work of the 1939 International Committee on Music. The suggestion is made that one meeting be devoted entirely to the suggestions that have appeared in the bulletins prepared by this committee and sent to every club president at the time of their release. Following are a few of the subjects. The club music committee and song leader are urged to refer to the bulletins for the full information:

1. Present at least one member of your own club in a musical number
2. Bring in at least one guest musician to appear on your program
3. Learn a new Kiwanis song
4. Have a (music) committee meeting to determine your program for the next three months
5. Use of ballot for determining membership's choice of songs
6. Let's revive the old-fashioned "Round"
7. How about a little recognition for the club pianist?

CLASS OF 1939. The Kiwanis Club of Los Angeles, California, annually assigns a club program around the close of the year to all new members taken into the club during the current year. Such a meeting might well be made a reunion of all Kiwanians past and present. A novel program would be one where all new members are seated at one table and carry on a carefully prepared informal conversation among themselves. They might discuss such subjects as: "What influenced me in becoming a member"; "What in my club has the greatest appeal"; "What I would do with members who are habitually absent"; "What I would like to see this club do in 1940."

New Year's resolutions. Every member writes a New Year's resolution for some other member. The Program Committee chairman collects the resolutions and reads them aloud inviting the members to identify those for whom they were written.

Pre-view of the 1939 Achievement Report. A past president of the Winnipeg, Manitoba, Kiwanis club said of the Achievement Report: "It serves as an educational medium for each of our members and provides a basis upon which to build up the program for the ensuing year. We give a copy to each new member when he enters the club and he is thus immediately aware of the purposes and achievements of the organization of which he has become a member."



Program

Outlined for the



KIWANIS CLUB OF _____

From _____

(DATE)

To _____

(DATE)

Basic Need for a Definitely Planned Club Program

1. Clubs have not always grasped sufficient information to enable them to function properly during their early life. Many unsound practices have taken root which when persisted in, threaten the permanent life of the club in its community. A club program introduces standard Kiwanis procedure.

2. The three months' program is designed to give each Kiwanian a thorough working knowledge of accepted club practices. Officer and committee personnel are related to individual members and the latter given definite tasks, as well as exact knowl-

edge of their committees' responsibilities.

3. The primary strength of Kiwanis is in Committee Activity. The program identifies the committees with the weekly meetings through placing parts of each meeting in their charge.

4. Club meetings are too often not carefully planned nor carried out because there is no division of work or responsibility. The program definitely assigns responsibility. By assigning a number of men to different tasks the planned program trains new leaders, provides for regular committee reports and generally creates group responsibility.

Suggestions for Building Program

It is intended that the three months' program will lay down a structure that can be followed each quarter after making such seasonable changes as are necessary. An attempt should be made to recognize all of the many factors which affect the usual life of a Kiwanis club in the average community. In practically all of its aspects the three months' club program should be as broad in its scope as a program constructed to extend over the period of a year.

Effort should be made through a properly planned program to create a district and International consciousness in the club; to relate the club to other civic and social organizations; to orient the club in its community activities; to secure a maximum of committee planning, activity and responsibility; to introduce and further International policies; to encourage the participation of the club in all activities of the International year; the observation of National Holidays and to observe all standard practices in Kiwanis.

The program should provide for the lighter things of personal man-to-man contact, together with the weightier things touching every citizen. By all means provide programs that will bring out entertainment features and develop the faculty of member contribution to the recreational side of Kiwanis. The club should rely upon itself for good times and should develop the talent which is within its own membership.

Build a program that requires hard work. Use the effort rather than the money route to accomplish community projects. Let the club be understood to be a stimulating force in the community and not the community "drudge". Do not forget that provision must be made for activities within the club to balance any public activities outlined.

The result from the use of the planned program will be a production of interesting programs, which means continued interest from the membership, club accomplishment, and permanence.

KIWANIS INTERNATIONAL

McGraw-Hill Building
520 North Michigan Avenue
CHICAGO, ILLINOIS

First Week

Second Week—(Board of Directors Meeting this week).

Third Week—(Forward Questionnaire on Public Activities this week).

Fourth Week—(Board of Directors Meeting this week).

Fifth Week

Sixth Week—(Board of Directors Meeting this week).

Seventh Week

Eighth Week—(Board of Directors Meeting this week).

Ninth Week

Tenth Week—(Board of Directors Meeting this week).

Eleventh Week

Twelfth Week—(Board of Directors Meeting this week).

COMMENTS

1. State peculiar community conditions, social-political-religious and general, if any, which this program is designed to meet:

2. What factors might interfere with the successful completion of this program:

3. What specific assistance can the Service Department render to aid in the carrying out of this program?

4. Give the number of the week (1st, 3rd, 6th, etc.) in which you have related the club with:

(a) International _____ (c) Sponsoring Club _____
(b) District _____ (d) Other Kiwanis Clubs _____

5. Additional Information:

This program has been adopted after conference between the officers of the club and the Program Committee.

The Kiwanis Club of _____

Field Service Representative

President

Secretary



Basic Facts from Monthly Reports

A Specific Help to the Service Department

THE primary purpose of the Official Monthly Report is to record the membership, attendance, and activities of a Kiwanis club. It has, however, an added importance through its use by the Department of Service in the work of determining conditions in the club and in the rendering of specific helpful suggestions.

In order that there may be at the disposal of the Department of Service information that reveals at all times the condition of every club making up Kiwanis International, a system of charts made from the Official Monthly Report is maintained of those factors that are considered essential to the success of every club. What these factors are can readily be seen from a glance of the facsimile of one of these club charts reproduced herewith. (Figure No. I.) (At the far left hand are tabulated the months of the year.) Columns one and two record the membership: column one lists active and reserve members only; column two, the privileged members. Column three records the club's attendance; column four, the inter-club meetings held; and column five, the meetings during the year at which the ladies are present, more commonly known as "Ladies' Nights." Columns six and seven consist of a list of subjects against which dates have been added, summarizing the correspondence contacts carried on with club officers, committee chairmen, and members, in addition to a record of the letters written, literature and suggestions supplied as a result of the official and club contact reports received from all lieutenant governors, as well as from the reports of club contacts made by representatives of the Field Service Department. The attendance of a club at the annual International and district conventions, together with other sources of information including newspaper clippings, luncheon notices, and the reports of the annual conventions of the district and Kiwanis International provide the basis of constructive suggestions.

It will at once be conceded that a club with such a splendid record as pictured in Figure I is engaged in a diversified program of worth while activities. For recording this information the reverse side of the record is used. (Figure No. II.) Each month's activities are recorded as the information is received on the Official Monthly Report. At the same time a tabulation is used corresponding to the International objectives and public affairs activities indicating at a glance the diversity of the club's accomplishments. The tabulation shows this club to have a well-rounded program of Kiwanis activities.

In January in addition to providing for a dignified installation of the new officers, which meeting was made a ladies' night, we find the committee on public affairs actively outlining the year's work. In February the work of this committee resulted in Kiwanis signs being erected on highways leading into the city. The programs during the month of March were directed in several instances to subjects that were of vital importance to the citizens, namely, insurance rates, health, and recreation. The club co-operated with the Federal Recreation Bureau with both money and men. Through the activities of the under-privileged child committee a program of organized play on the city's playgrounds was made a definite club objective.

As a means of raising the necessary funds to carry on this work the club sponsored a dramatic production, an annual event. Recognizing the need for one city-wide controlling group responsible for the success of the city's recreational program, the club initiated a plan for the organization of a county board of recreation. In contributing to the objectives of our boys and girls work committee, the club through its committee on music set up a schedule whereby boys and girls of the community furnished musical selections at each meeting. Through the additional efforts of the committee on public affairs the club cooperated with the civic association in completing an industrial survey. Later in the year the club again sponsored a hobby show at which both children and adults displayed some very interesting hobbies. Both money and personal assistance were loaned to the Boy Scout organization. Hospital treatment was provided for under-privileged children.

	ACTIVE AND RESERVE	PRIVILEGED	ATTENDANCE	INTER-CLUB MEETINGS	LADIES' NIGHTS	
JAN.	52	0	72%		1/13	Int'l Conv. June 1937 (6) Dist. Conv. Oct. 1937 O. H. Vis. 6/7 Contact Vis. 2/4 Educ. Ser. Ind. Ser. Ind. Ser. 9/18 Com. Ser. 9/18 K. Act. Ser. 9/18 (4,12,21,3) Act. Ser. 25,30,45 Voc. G. President 9/18 Secretary 2/15, 3/19, 4/12 Member
FEB.	52	0	78%	2/18	2/19	F. S. Contact Rel. to St. Gov. Attendance Club Returned Ind. Ser. Ind. Ser. 11/15/36 O. H. Man 2/25 Contact & By-Laws St. Gov. Club By-Laws Int. Com. Programs
MAR.	52	1	79%			Attendance 9/18 Achievement Report Administration 5/24 Education Standards Committee Information Community Projects Finance Int'l Club Relations Kiwanis Education Membership Development Objectives Under-Priv. Child 2/15, 3/19 Citizenship Urban-Rural Rel. 9/18 Voc. Guidance Boys and Girls Work Programs 2/15, 3/19 Public Affairs 4/12 Recreation 2/15, 9/18 Summer Meetings
APR.	54	1	81%			
MAY	55	1	89%	5/27		
JUNE	55	1	70%		6/21	
JULY	55	1	72%			
AUG.	55	1	65%			
SEPT.	54	1	64%			
OCT.						
NOV.						
DEC.						

Fig. I—A chart like this, explained in the accompanying statement, is made up for every club by the Service Department.

<input checked="" type="checkbox"/> UNDER-PRIVILEGED CHILD	Jan. - Installation and Ladies' Night. Public Affairs Committee makes plans for an active year.
<input checked="" type="checkbox"/> Institutional	
<input checked="" type="checkbox"/> Personal Service	
<input checked="" type="checkbox"/> CITIZENSHIP	Feb. - Inter-club and Ladies' Night at Sidney. Arrangements being made for the erection of Kiwanis Road Signs on highways next month.
<input checked="" type="checkbox"/> Americanization	
<input checked="" type="checkbox"/> C. C. C.	
<input checked="" type="checkbox"/> Conservation	
<input checked="" type="checkbox"/> Cultural Activities	
<input checked="" type="checkbox"/> Franchise	
<input checked="" type="checkbox"/> General Education	
<input checked="" type="checkbox"/> Good Fellowship Tours	
<input checked="" type="checkbox"/> Governmental Activities	
<input checked="" type="checkbox"/> Health	
<input checked="" type="checkbox"/> K. Service Awards	
<input checked="" type="checkbox"/> Memorials	
<input checked="" type="checkbox"/> Patriotic Activities	
<input checked="" type="checkbox"/> Public Affairs	
<input checked="" type="checkbox"/> Athletics	
<input checked="" type="checkbox"/> Aviation	
<input checked="" type="checkbox"/> Business Aids	
<input checked="" type="checkbox"/> Chambers of Commerce	
<input checked="" type="checkbox"/> Charity	
<input checked="" type="checkbox"/> Civic Improvements	
<input checked="" type="checkbox"/> Community Chest	
<input checked="" type="checkbox"/> Good Roads	
<input checked="" type="checkbox"/> Hospitals	
<input checked="" type="checkbox"/> International Good Will	
<input checked="" type="checkbox"/> Law Enforcement	
<input checked="" type="checkbox"/> Libraries	
<input checked="" type="checkbox"/> Music	
<input checked="" type="checkbox"/> New Leisure Activities	
<input checked="" type="checkbox"/> Open Forums	
<input checked="" type="checkbox"/> Playgrounds & Recreation	
<input checked="" type="checkbox"/> Safety Activities	
<input checked="" type="checkbox"/> Street & Road Signs	
<input checked="" type="checkbox"/> Support of Churches	
<input checked="" type="checkbox"/> Tourist Camps	
<input checked="" type="checkbox"/> TOWN & COUNTRY RELATIONS	
<input checked="" type="checkbox"/> Farmers Meetings	
<input checked="" type="checkbox"/> Boys and Girls Club Work	
<input checked="" type="checkbox"/> Fairs Shows Demonstrations	
<input checked="" type="checkbox"/> VOCATIONAL GUIDANCE	
<input checked="" type="checkbox"/> Group Activities	
<input checked="" type="checkbox"/> Personal Service	
<input checked="" type="checkbox"/> BOYS & GIRLS WORK	
<input checked="" type="checkbox"/> Aid to Students	
<input checked="" type="checkbox"/> Boy Scouts	
<input checked="" type="checkbox"/> Camp Fire Girls	
<input checked="" type="checkbox"/> C. Y. O.	
<input checked="" type="checkbox"/> Girl Scouts	
<input checked="" type="checkbox"/> Y. M. C. A.	
<input checked="" type="checkbox"/> Y. N. H. A.	
<input checked="" type="checkbox"/> Y. W. C. A.	
<input checked="" type="checkbox"/> AMERICAN LEGION	
<input checked="" type="checkbox"/> RED CROSS	
<input checked="" type="checkbox"/> SALVATION ARMY	

Fig. II—Reverse side of the above chart, showing analysis of activities.

RULES FOR CLUB AWARDS ON ACHIEVEMENT REPORTS1939KIWANIS INTERNATIONAL

(Approved by Board of Trustees November 2-4, 1938)

The Achievement Contest of Kiwanis International seeks to inspire a well-rounded program of activity on the part of each club and to develop the club so that it is vital with relation to its community; that it functions in connection with the district and International program. In short, create and maintain active, progressive service to clubs, having in mind the ultimate objectives of Kiwanis International.

The contest is determined on the basis of Annual Achievement Reports submitted by clubs concerning club functioning and club activities actually accomplished during the period of the contest.

I. PERIOD

The period to be covered by the reports submitted in the present contest shall be the period beginning January 1, 1939, and ending December 31, 1939. Only those activities carried on during this period shall be included in this report.

II. BASIS

Annual reports on club functioning and achievements by the clubs during the period of the contest (subject to option hereinafter stipulated) shall be the basis upon which a club may enter the contest. Club functioning shall be reported under Section A, General. Club activities shall be reported under Section B, Activities. All the work under any particular heading shall be grouped into one heading, embracing the entire work of the year rather than reporting all the activities as they occur and recur month by month.

Bear in mind that the total number of words in Sections A and B of this report must not exceed 4,000.

Section "A"General1. ATTENDANCE (Counts 10%)

Under this heading the report must show the average membership of the club and the average membership attendance for each month.

2. CLUB MEETING PROGRAMS (Counts 10%)

Under this heading the report should include the weekly programs of the club, including the name of speaker and topic, and any other special feature.

3. INTER-CLUB RELATIONS (Counts 5%)

In this part of the report should be included a statement in regard to the various plans which the club has carried out for participating in inter-club relations. This would include a list of the inter-club meetings held, with

the names of the clubs visited or entertained, including the dates, the purposes of the meetings and the values resulting from them, but not all the details of the arrangements. The report should also include all plans for promoting inter-club relations adopted by the club other than the inter-club meetings.

4. COMMITTEES (Counts 5%)

Here list the various committees together with the number of times each committee has met.

There should also be a statement of the general plan of the committee work of the club.

5. SOCIAL ACTIVITIES (Counts 5%)

Here report social activities such as stag parties, ladies' nights, dances, ladies' luncheons, picnics, sports activities, such as ball games, golf tournaments, bowling contests, joint meetings with other organizations of the community, etc.

6. RELATION TO DISTRICT AND INTERNATIONAL (Counts 5%)

Under this heading the report should indicate the manner in which the club has related itself to the district and International organizations. This should include the club representation at district and International conventions; the sponsoring of new clubs in co-operation with the district and International organizations; and the submission of monthly, semi-annual, annual and special reports to the district and International organizations; the payment of the annual dues to the district and International organizations and of the magazine subscriptions to Kiwanis International.

Section "B"

Activities

(Including Those on International Objectives, Citizenship Activities, Public Affairs, etc.)

(Under this heading should be included the definite activities such as underprivileged child, boys and girls work, citizenship, rural and urban relations, vocational guidance, community affairs and welfare, business standards and other social and civic work instituted and carried out by the club through its own initiative. It should appear whether this is a part of the program which is being carried on from year to year or whether it is an activity for the particular year. Consideration should be given to policies of the club which it has adopted and carried through, which is evidence that the club is influencing the community thought and action. It will also include any other such activities in which the club has co-operated with other organization or agencies - not mere resolutions or votes of approval - but only co-operative activities in which the members of the club have actually participated.

(In making up the report on activities, the various types are to be grouped under the following subdivisions, and it shall be optional with the club whether

or not it makes report on only four, only five, or on all six of these subdivisions. (If only four are reported on, each counts 15%; if only five, each counts 12%; if all six are reported on, each counts 10%.)

1. UNDER-PRIVILEGED CHILD

Under this division should be recorded all activities pertaining to the mental, moral, spiritual and physical development of under-privileged children only.

(All other child welfare include under 2)

2. BOYS AND GIRLS WORK

Here report all child welfare work except that for under-privileged children which is to be included under 1.

3. CITIZENSHIP

Here report all activities relating to citizenship, such as the right of franchise and Americanization work, and those that have to do with city, state, and national problems, etc.

4. RURAL AND URBAN RELATIONS

Here report activities that are contributing to close co-operation between those who live in rural districts and those who live in cities or towns.

5. VOCATIONAL GUIDANCE

Here report activities designed to give information and advice and the direction of experience with regard to choosing an occupation, preparing for it, entering it, and progressing in it.

6. PUBLIC AFFAIRS, SPECIAL OBJECTIVES AND OTHER MISCELLANEOUS ACTIVITIES

Here report activities which cannot be placed under the preceding five divisions - community welfare, civic improvement, etc.

III. DIVISIONS OF CLUBS

In order to make the contest as equitable as possible, there will be four divisions of the clubs and the winning club in each division will be given a trophy. The following will be the divisions:

1. Gold Division, consisting of clubs with 101 members and over,
2. Silver Division, consisting of clubs with 51 to 100 members,
3. Blue Division, consisting of clubs with 31 to 50 members,
4. White Division, consisting of clubs with 30 members or less.

The membership of the club, as reported in its semi-annual report as of January 1, shall determine the division into which the club shall be placed for the Achievement Contest.

IV. ELIGIBILITY

A club, to participate in the Achievement Contest, must meet the following conditions:

1. The club must be in good standing in the district and in the International organization.
2. The annual, semi-annual and monthly reports must have been submitted to Kiwanis International.
3. The club must have paid its annual dues to the district and International organizations and the magazine subscriptions to Kiwanis International.
4. The club must hold a meeting each week throughout the year in conformity with the provisions of the Constitution.
5. The club must submit a report in the form required by these rules and set forth in Rule V, FORM OF REPORT, following.

V. FORM OF REPORT

The form of all reports shall be uniform, since the contest is to be determined upon the contents of the reports and not upon their form.

All reports submitted must be typewritten on letter size paper (8 $\frac{1}{2}$ " x 11") and should be bound with the usual heavy manuscript covers and be signed by the president and secretary of the club.

Each report shall consist of an introduction and two sections, "General" and "Activities," as indicated above under "II. BASIS."

1. THE INTRODUCTION SHALL NOT CONTAIN MORE THAN 250 WORDS.
2. THE TWO SECTIONS HEADED "GENERAL" AND "ACTIVITIES" SHALL NOT CONTAIN MORE THAN A TOTAL OF 4,000 WORDS, exclusive of:
 - a. Captions
 - b. Attendance tabulations of club meetings
 - c. Tabulation of committee meetings.

Reports which do not conform to the required number of words cannot be considered. District governors receiving reports which do not comply with this rule should, prior to forwarding them to Headquarters, return such reports to the clubs to be properly amended.

There shall be no supplementary statement, or supporting data, with clippings, photographs, etc.

VI. FORWARDING REPORTS TO DISTRICT GOVERNORS

Not later than February 1, 1940, the completed report of each club must be forwarded to the governor of the district in which the club is located.

VII. DISTRICT COMMITTEE ON ACHIEVEMENT REPORTS

Each district governor shall appoint a district Committee on Achievement Reports consisting of three, said committee to promote the participation of the clubs in the contest and to read the reports submitted from the clubs of its district and select the best one for each of the four divisions of clubs, if clubs in all four divisions enter the contest.

VIII. FORWARDING REPORTS TO INTERNATIONAL HEADQUARTERS

Not later than March 1, 1940, each district governor shall send to the Secretary at International Headquarters the reports judged the best in each division for his district by the district Committee on Achievement Reports. These reports shall not bear the percentage marking given by the district committee.

The district governor shall also send to International Headquarters a list, by divisions, of all clubs in his district that have submitted reports.

IX. INTERNATIONAL COMMITTEE ON ACHIEVEMENT REPORTS

The President of Kiwanis International shall appoint a Committee on Achievement Reports. This committee shall promote participation in the contest, and finally judge the reports submitted by the various districts. As soon as the reports from such districts are received at International Headquarters, uniform copies of these shall be made and one copy shall be forwarded to each member of the International committee so that all will have ample time to study them and make their decisions as to the winners in the contest.

The committee shall give honorable mention, in each of the four divisions, to the two clubs rating next to the winning club.

Not later than May 1, 1940, the International committee shall submit its decisions to the Board of Trustees.

X. METHOD OF MARKING

Both the District and International Committees on Achievement Reports shall mark the reports submitted to them on the following percentages for each phase of the report:

Fundamentals of Kiwanis

Attendance	10%	
Programs	10%	
Inter-Club Relations	5%	
Committees	5%	
Social Activities	5%	
Relation to District and		
International	<u>5%</u>	40%

Activities, Including Those on International Objectives,
Citizenship Activities, Public Affairs, Etc.

Clubs reporting on only four of the following activities (on Option authorized under II. BASIS, Section B) shall be graded on the basis of 15% for each activity; clubs reporting on only five of the following activities (on option authorized under aforesaid section) shall be graded on the basis of 12% for each activity; and clubs reporting on all six of these activities shall be graded on the basis of 10% for each activity.

Under-privileged Child	(See)
Boys and Girls Work	(above)
Citizenship	(para-)
Rural and Urban Relations	(graph)
Vocational Guidance	()
Miscellaneous	()
	<u>60%</u>
	100%

Check of Monthly Reports of Clubs

In making awards the District and International Committees will check the Achievement Reports with the regular monthly reports. District and International Headquarters will furnish from their files the above monthly reports to their respective Committees on Achievement Reports.

XI. TROPHIES AND THEIR AWARD

Kiwanis International shall provide a permanent trophy for the winning club in each division - the Gold, the Silver, the Blue, and the White.

RULES FOR DISTRICT AWARDS
ON CLUB ACHIEVEMENT REPORTS

1939

KIWANIS INTERNATIONAL

(Approved by Board of Trustees November 2-4, 1938)

The following rules covering the International Achievement Contest of Districts shall be the basis upon which the standing of the districts in the Contest shall be determined. The International Committee on Achievement Reports hopes through this Achievement Contest of Districts to encourage a greater interest in the International Achievement Contest of Clubs and hopes that all district officers will co-operate in stimulating interest in this International Achievement Contest of Districts as well as in the International Achievement Contest of Clubs.

I. Period

This International Achievement Contest of Districts covers the period of January 1, 1939, to December 31, 1939.

II. Eligibility

All districts of Kiwanis International shall be eligible for participation in the International Achievement Contest of Districts.

III. Divisions

There shall be the following divisions within the districts:

1. Gold Division - consisting of districts in which average membership of clubs is 54.5 and more
2. Silver Division - consisting of districts in which average membership of clubs is from 49.5 to 54.4, inclusive
3. Blue Division - consisting of districts in which average membership of clubs is from 44.5 to 49.4, inclusive
4. White Division - consisting of districts in which average membership of clubs is 44.4 and less.

The average membership of clubs in a district officially chartered and recorded on January 1, 1939, shall determine the division in which each district is placed for the entire Contest.

IV. Methods of Marking

1. Percentage of total number of clubs in the district participating. . . . 25%
2. Total number of points scored by reports submitted by each district in International Achievement Contest, allowance being made for districts in which there are no clubs that can qualify to compete in certain of the Contest divisions. 50%
3. Number of clubs in the district winning International Achievement Contests. 25%

V. Awards and TrophiesA. Awards

The district in each division which receives the highest score based on the standards described under IV shall be declared the winner for that division.

B. Trophies

1. Kiwanis International shall provide a trophy for the winning district in each division, said trophy to be held for one year by the winning district. Any district which wins the Contest three times in succession may retain the trophy permanently.
2. All trophies shall be awarded to the winners at the Annual Convention of Kiwanis International.

VI. Committee on International Achievement Reports of Districts

The International Committee on Achievement Reports appointed by the International President shall have full charge of the conducting of this Contest and the determination of the awards.

A SUGGESTED FORM
FOR THE
INSTALLATION OF CLUB OFFICERS

All of the elected officers of the club should stand before the installing officer, who should be a district governor or lieutenant governor, a past district officer or a former past president of the club.

The installing officer addresses the elected officers as follows:

I. To all of the officers collectively

It is a great privilege to welcome you into an official responsibility for the welfare of this club. I am sure you all deeply appreciate the honor bestowed upon you by your fellow-members and that you enter upon your official duties with the earnest resolution to be faithful to the trust reposed in you. Most heartily do I congratulate you, and I congratulate the club upon the wisdom of its choice of its official family.

The success of the club depends not upon any one of you singly but upon all of you collectively. Nowhere is it more necessary than in the democracy of Kiwanis that there be no schism among the elected representatives placed in charge of its affairs.

I, therefore, charge you never to hold your respective personal opinions above the collective opinion of this entire body of officers. As you each rightly seek to give your best to your club, I urge you also to seek the best from your fellow officers. Let all the plans for the club's activities be wrought out of the utmost freedom in discussion, and let them be adopted only by the will of the majority. I remind you that there is no way by which you can insure this needful and helpful co-operation except by the practice of those virtues of self-subordination and mutual confidence which are inherent in our Kiwanian brotherhood.

II. To each officer severally

It now becomes my privilege to speak in the presence of all of you of the specific duties of each of you in his particular office.

1. The elected directors

Let me speak first to the directors who hold their positions in the council of Kiwanian officers by the direct election of the club, and not by virtue of other official relationships.

The elected directors constitute the majority in the Kiwanian House of Representatives. Your responsibility for the administration of the affairs of this club is therefore great and unavoidable. You must determine the policies and activities of the club. You must elect and if necessary discipline the club members. You are also entrusted with the oversight of the club's finances, approving its budget and ordering the payment of all its bills. In brief upon you rests all the general management of your club.

I charge you to be present at all the regular and specially called meetings of the board of directors and to take an active part in all the deliberations of the board. And let your expressed opinion concerning all

club affairs be determined only by clear thinking and unselfish purposes, centering ever about a single desire for the club's best welfare.

2. The Treasurer

You have been elected to an office demanding not only personal integrity but also financial ability. It is your task safely to hold and to guard all the funds of the club, to deposit them in official depositories, and to disburse them upon the order of the board of directors. You must make a report of the club's finances at the annual meeting and at such other times as the president and board of directors may require. You should also make all necessary reports to individual members of the club and see to it that no member becomes delinquent in his dues without sufficient warning.

A sound financial foundation is necessary to the healthy life of every organization. You have been elected to maintain such a foundation in this club. I charge you to be alert, energetic and faithful.

3. The Secretary

Your service to Kiwanis requires hard and varied labors. You will find many burdens put upon you that are not enumerated in the club's by-laws. Not only must you keep a careful record of membership, attendance, fees and dues, and minutes of all meetings of the club and the board of directors; and not only must you submit to the proper officers, committees and members of the club all communications received from Kiwanis International and from the district; but also must you make monthly reports of the condition and activities of the club to International and district headquarters; and at all times must you attend promptly to the correspondence of the club as you may be directed by the club itself, by the board of directors or by the president. It is a large order. In your hands are placed in a peculiar sense not only the success of the club itself but also its standing in the community and in the esteem of Kiwanis International and the district.

I charge you to keep your records and minutes accurately, to make your reports fully and promptly and never to be weary in well-doing for Kiwanis.

(Note. If the offices of treasurer and secretary be combined in one person, the preceding two charges should be prefaced with the introductory words, "As treasurer" and "As secretary.")

4. The Immediate Past President

It is a wise provision of our By-Laws which requires the immediate past president to remain in the official family of his club and to be a member ex-officio of its board of directors. The provision gives to this club the benefit of your experience by way of your counsel and advice.

But your position is a very delicate one. You are no longer in the position of highest authority, nor are you on the other hand relieved from all responsibility. You must not annoy your successor with objectionable reiterations of what you did when you were president, nor should you remain silent under the delusion that now you are considered to be only a negligible "has-been."

May I bid you still to give of your best to your club, exercising wisdom, tact and patience as you remember that your one and only desire is to make your past experience contribute to your club's present needs?

5. The Vice-President

As next in office to the president you become his understudy. All that the president is in fact you are in potentiality. Whatever he must do in his official capacity, you may be asked at any time to do in his absence or incapacity. Let me then ask you to give heed to what I am about to say to the elected president of his club and to consider the remarks as also addressed to you.

(Note. If a second vice-president has been elected, the installing officer should say "understudies" instead of "understudy." And after the words "in his absence or incapacity" he should add, "or in the case of the second vice-president, in the absence or incapacity of the first vice-president.")

6. The President

It is an exceptional pleasure to welcome you as the elected chief executive of this club. So far as the club itself is concerned you are the most highly honored of all its officers, and with the greatest honor there has been invested in you the highest authority and placed upon you the heaviest responsibility.

Your duties are arduous and continuous. Presiding at club and directors' meetings is the least and easiest of your tasks. But even to this easiest part of your service for your club you must give careful preparation and alert attention. Many a Kiwanis meeting has been spoiled by the presiding officer's unreadiness and negligence.

The need of previous preparation for presiding at meetings indicates only one of your many never-ending tasks. You must give long and serious thought to the selection of your committees, seeking counsel from others and advising with your board of directors. You must keep in constant touch with your committees and advise them in their work. You must be ready to suggest to the board of directors such plans as you may think would benefit the club, and you must be untroubled should your suggestions be rejected.

Always should you remember that you are the president of a democracy and not the Autocrat of a Sovereignty. You should not usurp the authority of your fellow-officers nor of your committees. While you must see to it that they do their work, you should not presume to do it for them, instead of them or in spite of them.

So I charge you to lead the affairs of this club in hearty co-operation with those who have been selected to work with you. I urge you in your leadership to treat every member of the club with fair and brotherly consideration. Ever hold in the center of all your plans and endeavors the one goal, - to make your club bigger and better, more precious to its members and more serviceable to its community.

Closing Ceremony

Having completed these words of welcome, instruction and charge to the elected officers, the installing officer shall say to all of them:

It now becomes my pleasure to extend to you the right hand of welcome into the official family of this club.

Approaching the line of elected officers, as he takes the hand of each in turn he shall say:

I hereby induct you into the office of (director, treasurer, secretary, immediate past president, vice-president or president) of the Kiwanis Club of _____. I wish for each and all of you a most happy and successful administration as you build for Kiwanis.

Sample of District Governors-elect Letter to Club Officers -
What To Do Until January Comes

Suggestions for the Newly-Elected
 Hints and Reminders for the Reelected

Literature

Send at once to International for literature covering your job. Don't wait for them to find out that you have been elected. They are eager to help you, but official reports are slow and several thousand other good Kiwanians have also been elected. Get there first with your requests for advice. (Kiwanis International, 520 N. Michigan Avenue, Chicago, Illinois.)

Manual for Club Officers

Particularly, get, read, study and inwardly digest the "Manual for Club Officers." It is your "Manual of Arms" for immediate, intelligent and aggressive action.

Objectives

Make sure that you understand the Objectives of Kiwanis as outlined by International.

Predecessor

Get into immediate and sympathetic touch with your predecessor. The chances are he has done good work and will be glad to tell you how he did it - if you ask him. Probably he realizes some things about his job he wishes he had known a year ago. Ask him about those. Also, there are some features of the work which he has not been able to complete but which he would like to see carried on next year. They may be plans or ideals that have grown out of his efforts and experience. Don't miss the chance to find out about them; they are likely to furnish the best suggestions you will get anywhere. Looking back we can all see more than when we look ahead.

Immediate Plans

Begin to plan next year's work now. Fifty per cent of your success in office can be determined by the plans made before January 1. Capitalize your present enthusiasm by salting it down in actual plans and programs. Then it can't evaporate. Your job begins now. January first is not the time to begin. That is the time to show results of what you have planned between now and then. The plan's the thing. Tomorrow will be here before you know it. Begin today.

President' Training School

Be sure to attend the training school conducted by the district for club presidents at _____ on _____. The more you know about your work, the better will be your administration.

Training School for Club Officers

Following your attendance at the presidents' training school be sure to carry out the plans of the comprehensive leadership program by arranging for the training of your fellow club officers and club committee chairmen, in accordance with courses outlined for such.

Special Tips to Presidents

Committees

Form your committees at once and give them a chance to get their plans and programs ready. Each committee should plan its work to fit the major program of the club.

Committee Conferences

Hold a preliminary conference with each of your committees and tell them clearly just what you expect of them from the start. It is a good plan for you to get from International the special literature for each committee so that you can hand it to them when you hold these committee conferences. A pamphlet in the hand is worth a dozen in the mail.

Budget

"Sit in" with your finance committee and plan your budget for next year at the same time that you are planning your activities.

Joint Boards

Tactfully request this year's president to hold a joint meeting of the old and new Boards of Directors and of the new and old committee chairmen. Many clubs regularly find this helpful.

By-Laws

Familiarize yourself with the Club By-Laws and prepare to proceed constitutionally. It will save friction.

Autumn Scramble

Map out next year now. A well-planned year obviates the autumn scramble to try to make good during the last few weeks of an administration.

Secretary

Select your secretary with care. He is the universal joint of the whole machine, but don't expect him to supply the motive power, and to be a self-starter besides.

Visits and Points

Visit some neighboring clubs right away and see how they do it. Presiding seems different when you are doing it yourself from what it does when the other fellow is up there at the head table worrying his head off trying to make things go. After January first you will have to be at your home club most of the time. Pick up pointers now.

An Aside to Secretaries

To Present Secretary

There is a heap of detail to your job and the best way to get ready for it is to get next to the present secretary and see the system as he works it. That will introduce you to all the blanks you have to make out for everybody and all the forms you have to fill out for everybody else, not to mention what you have to collect and to remit.

Promptness and Good Nature

Lay in a plentiful stock of the lubricant of good nature. Your job is to distribute Kiwanis power to the various wheels of the machine with the least possible friction and the greatest possible speed. Blessed are the prompt secretaries for they shall inherit the gratitude of the district.

Speaking Again for All of Us

Momentum

Let us cut down the lost momentum between administrations by starting our job today.

Friction

Let us cut down the loss from friction. Help your predecessor make a strong finish and plan to carry on the good work he has started.

Inaction

Let us cut down the loss from inaction. Set a goal, what the Scotch call a stint. If you have a stint you'll not likely be stunted.

Unity

Let us cut down the loss from non-cooperation. Make _____ Kiwanis a unit. The place to begin is in your home club. The next move is to cooperate with your neighbor club. Beyond that there are no limits. But let's make our _____ unity a unity of action and objective. Let's build together. That means every one of us on the job, beginning today.

(Used by Ernest F. McGregor as
Governor-elect of the New England
District - except for a few changes
to bring up-to-date.)

Sample Letter of District Governor-elect to Chairmen of District CommitteesSuggestions

The duties of the district committees are primarily ones of educational and promotional worth. Each year the International committees formulate definite plans, which are sent in bulletin form to every club, and also to all district committee chairmen.

In order that you may be fully prepared to give proper leadership to your committee and develop plans that will secure the co-operation of every club in the district, I want to make the following suggestions:

1. Secure a copy of the Proceedings of the Twenty-second Annual Convention held at Boston. Turn to the report of the International committee corresponding to your own.
2. Find out just what has been done by this same committee during 1939. No one should be in a better position to help you than your predecessor. Meet or write him. Make your work, where possible, a continuity of effort.
3. Just as soon as the personnel of your committee is completed, get in touch with them. Get to know them as co-workers in 1940, discuss your plans, emphasizing the activities of the International committee; ask for their suggestions.
4. Your instructions to each member of your committee should include:
 - a. That he plan at once to get in touch with all the corresponding committees of the clubs in his division. Describe the territorial limits of the divisions, naming the clubs. As soon as the club committees are appointed your committeemen should notify them who is in charge of the work of their division of the district committee.
 - b. As an initial step, write to the club secretary. Tell him what you are anxious to do and what you want him to do.
 - c. Maintain a contact that will invite activity in every club.
 - d. Plan your work so that it is available in a form that is of the greatest value to the district committee as a whole.
5. (This to be added in districts where plans are made for training of district committee chairmen). Attend the training course for district committee chairmen at _____.

(Used by Ernest F. McGregor as
Governor-elect of the New England
District - except for a few changes
to bring up-to-date.)