

**THE IMPLEMENTATION OF THE STRATEGIC PLAN FRAMEWORK FOR OUR
KIWANIS CLUB OF ANN ARBOR BEGINS no later than OCTOBER 1, 2022**

This report from co-chairs Mark Wishka, Steve Hiller, and Alan Burg



Kiwaniis[®]

CLUB OF ANN ARBOR

OUR CLUB'S STRATEGIC PLAN FRAMEWORK

The Kiwanis CLUB of Ann Arbor MISSION Statement

Our Mission is to provide an environment for congenial fellowship for a diverse group of members dedicated to community service primarily in Washtenaw County with an emphasis on the needs of children and families.

The Kiwanis CLUB of Ann Arbor VISION Statement

Our Vision is to be the most inclusive, accessible, engaging, and productive service club in Washtenaw County focusing primarily on the needs of children and families.

The Kiwanis CLUB of Ann Arbor Strategic GOAL

Enhance the Membership Experience.

The Kiwanis CLUB of Ann Arbor Strategic OBJECTIVES

- 1. Increase recruitment of new members, including follow-up on membership inquiries.*
- 2. Increase membership retention.*
- 3. Increase membership diversity.*
- 4. Increase / improve member engagement with the Club and Club activities.*
- 5. Increase the number and variety of service projects and volunteers for service projects including support of Service Leadership like Circle K and Key Club.*
- 6. Maintain / improve the quality and diversity of meeting presentations.*
- 7. Share more information about our Kiwanis with outside groups and organizations.*

Why Membership Growth and Retention is Important

- Club membership has been declining.
- Age of our members is increasing.
- Club membership does not reflect the makeup of the community.
- Need to bring new energy and additional joy to the Club and its activities.

THE SIX OBJECTS (value statements) of Kiwanis International and our Club are:
(Adopted in 1924. / 2008)

1. To give primacy to the human and spiritual rather than to the material values of life.
2. To encourage the daily living of the Golden Rule in all human relationships.
3. To promote the adoption and application of high social, business, and professional standards.
4. To develop, by precept and example, a more intelligent, aggressive, and serviceable citizenship.
5. To provide, through Kiwanis clubs, a practical means to form enduring friendships, to render altruistic service, and to build better communities.
6. To cooperate in creating and maintaining that sound public opinion and high idealism which makes possible the increase of righteousness, justice, patriotism, and good will.

In 2008, the delegates at the Kiwanis International convention adopted a resolution that encourages and empowers clubs to create environments that develop and nurture mutual respect for all, and to celebrate the inclusiveness of all Kiwanis members.

The language reads:

“Resolved that all Kiwanis leaders and members take action to create a culture and club environment that develops and nurtures mutual respect for all and celebrates the inclusiveness of our beloved Kiwanis.”

Kiwanis International current MOTTO is:

“Serving the children of the world.”

Kiwanis International short quick MOTTO (#hashtag) for Public Relations / Marketing messaging is:

“#Kids Need Kiwanis”

Our own local Kiwanis Club / Foundation of Ann Arbor informal MOTTO version as part of our Public Relations / Marketing messaging is:

“Help us help kids, families, and our community.”

And our own Kiwanis Club / Foundation of Ann Arbor shorter informal MOTTO is this short strong message:

“Help Us Help Kids!”

Why do strategic planning?

From Kiwanis International (KI) regarding what a Strategic Plan can provide.

Think of a strategic plan as an organization's road map. You can choose the roads you want to take, and the strategic plan ensures you reach your destination - your goals. Kiwanis International's strategic plan is designed for each club to use as a guide for creating their own plans and choosing their own paths toward accomplishing common goals.

It helps to make the case for change . . . and understand the cost of doing nothing.

Our history.

For just over 100 years our Kiwanis Club and Foundation through its service projects, grants, and scholarship has a strong history of on-going support to children, families, and the community, including some international projects.

Present status of our Club, our Foundation and community needs.

Our Club and Foundation membership numbers have been declining, the age of our members is increasing, and our current membership does not reflect the makeup of our community. We need to bring new energy to the Club and its activities. We need to operate our Kiwanis Thrift Sale using best business practices. The needs of children and families across our community continues to grow in the areas of basic needs, housing, safety, and education.

How to respond?

Given our honored history, our aging membership, and the growing important needs of the community we have taken on the journey of creating a strategic plan, a road map into the future, to provide guideposts and check points so working together, the Kiwanis Club of Ann Arbor and the Kiwanis Club of Ann Arbor Foundation Inc., can grow its membership and its ability to support the needs of children, families, and the community.

Our journey to develop our strategic plans.

Beginning with our two Boards' approval in November 2021, a group of about 20 members of our Club and Foundation, working with an outside facilitator and staff support, met almost weekly through August 2022 to discover and explore the thoughts of our members, volunteers, and staff, the important needs of our community, reflect upon who we are as an organization presently, and then dream about who we could become as an organization in the future when we are at our very best.

The committee.

Members of the original committee included Larry French, Ann Mattson, Mary Stewart, Kathie Wilder, Jim Wolfington, Steve Hiller, Margaret Krasnoff, Evan LeRoy, Peter Schork, Jim Dries, Kathy Barden, Francine Bomar, Nick Dever, Billy Finch, Anne Hiller, Co-chairs Mark Wishka and Alan Burg, Facilitator, Al Blixt and Staff, Mary Schwartz. Starting in June Gordon Beeman, Lynne Lande, Susan Smith, and Bob Gray were added for a total of 22 members.

President Ellen's support.

From the beginning of this journey, President Ellen has been supportive and involved in the discovery and development processes. The committee thanks her for her on-going support.

Mr. Al Blixt, facilitator.

Beginning in March 2022, Al has been our strategic planning guide and resource. We could not be at this point getting ready to implement the strategic plans without his help. Thank you Al.

The result.

On the following pages you will find our Kiwanis Club of Ann Arbor's Strategic Plan Framework, its Mission, Vision, Values, Strategic Goal, Strategic Objectives, and Implementation Calendar. Our Club Board approved the Framework on August 10, 2022, and the Club membership approved it on August 29, 2022.

SUPPORT from our two Boards

The Kiwanis Club of Ann Arbor Board and the Kiwanis Club of Ann Arbor Foundation Inc. Board both approved the establishment of a strategic planning process steering committee with two motions on November 16, 2021. *Each Board separately - Approved the establishment of a new committee to be called the Strategic Planning Process Steering Committee.*

- *The committee's assigned task was to facilitate the use of a consensus process for the membership to provide their input towards the development of a new strategic plan for both our Club and Foundation.*
- *The proposed timeline for the development process to seek input, identify strengths, weakness, opportunities, and threats, reach consensus, and write a strategic plan and its related goals was between November 2021 through May 2022 and, after approval by the Boards and membership, begin implementation in June 2022. (January 24, 2022, the Boards extended the development timeline from June to August 2022 and increased the budget.)*
 1. *This process included the development of vision statements and lists of goals for our Club and for our Foundation that describes what the Club and Foundation will look like going forward over the next five (5) years when we are at our very best. The strategic plan will identify, focus, and provide increased clarity on which community services and supports will continue to be provided and/or changed. And identify the resources, activities, and members' interest needed to support those services as well as the identified strategic vision. Expenses for Strategic Planning will be shared between the Club and Foundation with the cost percentages to be determined later as the strategic planning process develops.*
- **Our two Boards approved the Club Strategic Plan Framework and a separate Foundation Strategic Plan Framework on Aug 10th, and our membership approved both on Aug 29, 2022.**

SURVEY OF MEMBERS, VOLUNTEERS, AND STAFF – What we learned.

An online and paper survey was completed in March 2022. Individuals were asked to identify our organization's strengths and weakness and share what they considered to be external opportunities and challenges and hopes for the future.

Participants identified that our membership represented a great strength providing service, however at the same time represented a great weakness, which is our aging membership. Our membership numbers are trending downward while the needs of our community continue to increase. We need to find ways to attract new members of all ages and greater diversity from across our community.

We are challenged by the annual turn-over of leadership and loss of information, processes, and on-going planning from year to year, while at the same time both running a successful thrift sale business and an active social/service club. The pressures to keep the thrift sale running and growing push against time to slow down and enjoy each other's company and fellowship and participation in other important club activities. The rapid growth and success of the Kiwanis Thrift Sale as part of our Kiwanis Foundation requires that we implement even more best business practices, and the Club needs to be able to support both the sale and a variety of other short-term service projects.

A sample of some of the survey comments include. We need to grow the Club. Reactivate/re-energize the Club. Increase joy and fun of being a member. Increase our giving. Reduce the pressure on the President. Too much on-going pressure running the sale. Continue our legacy of success into future years. Create sustainability and use better business practices. A complete copy of the survey results is available upon request.

A SCAN OF THE COMMUNITY NEEDS – What we learned.

The committee shared information with members during January and February about the community needs surveys from the United Way of Washtenaw County and the Ann Arbor Community Foundation Youth Survey. Unmet needs identified included a lack of access mental health support, basic safety, healthy food, quality and affordable housing, education opportunities, and there is an increase in income inequity.

The Strategic Planning Process.

Helps to make the case for change . . . and understand the cost of doing nothing.

TIMELINE of DISCOVERY and DEVELOPMENT of our Club's proposed Strategic Plan.

- November 2021: Our two Boards created a Strategic Planning Process Steering Committee. The Boards amended the motions in January 2022 to extend the development timeline from June through August 2022 and to increase the development budget.
- December 2021 through August 2022: **A committee of 18 members** began meeting almost weekly. Starting in June four additional members were added **for a total of 22 members**.
 - **ASSIGNED TASK: Develop a Strategic Plan(s).**
 - **Clarify our Mission and core Values, develop a preferred Vision and propose Goals, Objectives, and Action Plans for implementation.**
- January thru April 2022:
 - **A Process of Discovery** included:
 - 1) A Review of previous work and efforts.
 - 2) A SURVEY of members, volunteers, and staff.
 - 3) A Review of our COMMUNITY'S CURRENT AND FUTURE NEEDS.
 - 4) A Review of our current Bylaws and Admin Manuals.
 - 5) A Search Process to identify an outside Strategic Planning Facilitator.
- March 2022: Hire facilitator.
- March and April 2022: Two sets of Mission and Vision statements were drafted. Core Values reviewed using Kiwanis International updated "Objects of Kiwanis" statements.
- May and June 2022: Two draft Strategic Plans were developed, one for the Club and one for the Foundation. Each set of plans included Goals and Objectives.
- July and August 2022: The two draft Strategic Plans were shared with members. Sought comments and responded to questions and work to clarify and refine the plans.
- July and August 2022: Developed a 5-year budget report on the effects of the strategic plan recommendations, especially the cost of hiring a Foundation Executive.
- August 10, 2022: Vote by the two Boards approved the two separate Strategic Plans.
- August 29, 2022: Vote by the membership who approved the two Strategic Plans.
- September 2022: Begin our implementation of both strategic plans,
- October 1, 2022: Continue our year-long implementation steps of both strategic plans.
- Plan on quarterly reviews and adjustments of implementation steps and activities.
- October 15, 2023: Annual review of strategic plans. Celebrate, revise, and continue implementation.

“An OVERVIEW” of our Kiwanis CLUB of Ann Arbor’s Strategic Plan Framework.

- No Club Bylaws were identified as needing changes at this time.
- Club Administrative Manual needs to be updated to reflect the Club’s Strategic Plan.
- Club President will no longer also be the President of the Foundation Board effective October 1, 2023.
- Club Board Directors will no longer also be Foundation Board Directors at the same time effective October 1, 2023.

The approved one (1) Strategic Goal for the CLUB is to:

“Enhance the Membership Experience”

Seven (7) Strategic Objectives to support this Club Strategic Goal are:

- 1. Increase recruitment of new members, including follow-up on membership inquiries.**
- 2. Increase membership retention.**
- 3. Increase membership diversity.**
- 4. Increase / improve member engagement with the Club and Club activities.**
- 5. Increase the number and variety of service projects and volunteers for service projects including support for Service Leadership i.e., Circle K, Key Club etc.**
- 6. Maintain / improve the quality and diversity of meeting presentations.**
- 7. Share more information about our Kiwanis with outside groups and organizations.**

Additional Strategic Goals for the Club may be developed later, but for now the focus will be on “Enhancing the Membership Experience” and its seven (7) objectives.

- The following five (5) pages is a report from the Kiwanis Strategic Planning Process Steering Committee’s Club Membership and Retention Work Group that further developed the details and Action Plans for the seven (7) objectives.
- After that report a proposed implementation guide / calendar is provided.

Kiwanis Club of Ann Arbor
Strategic Planning Process Steering Committee Report
Membership Growth and Retention Work Group

Development of our Club's Strategic Objectives and Action Plans

CLUB'S STRATEGIC PLAN WORK GROUP REPORT dated JUNE 17, 2022

In May 2022 the Kiwanis Strategic Planning Process Steering Committee identified two major areas of concentration for the drafting of strategic plans for the Club and Foundation:

- 1) CLUB - Enhance the membership experience of Club members.
- 2) FOUNDATION – Update the administrative structure and management procedures of the Foundation.

The Strategic Planning Process Steering Committee then split into two working groups with each working group assigned to address one of the two areas of concentration, one focused on the Foundation and one on the Club. Club members not on the Strategic Planning Committee who represent relevant club committees, or who bring relevant perspectives not already represented among the working membership were invited to join the working group focused on the Club. This “Club Membership Working Group” consisted of:

Steve Hiller, Chair, Francine Bomar, Kathie Wilder, Laura Koch, Gordon Winther, Evan Leroy and Lynne Lande with Al Blixt, Facilitator.

The Strategic Planning Process Steering Committee tasked the Work Group with developing the proposed seven (7) Club objectives to be measured; a list of target measures for 2022-2023; and ideas for implementation (with suggested committee roles and responsibilities) related to the following list of membership objectives in support of the Club's proposed strategic goal to **Enhance the Membership Experience** and the **following objectives** that support that goal.

1. **Increase recruitment of new members and follow-up on membership inquiries.**
2. **Increase membership retention.**
3. **Increase membership diversity.**
4. **Increase / improve member engagement with the club/club activities.**
5. **Increase the number and variety of service projects and volunteers for service projects including support of Service Leadership like Circle K and Key Club.**
6. **Maintain / improve the quality and diversity of meeting presentations.**
7. **Share more information about our Kiwanis with outside groups and organizations.**

Following discussions, the Work Group refined the list of **Club Strategic Objectives** and agreed upon the suggested **Action Steps** outlined on the following pages.

Club Objective

1. RECRUIT MORE NEW MEMBERS

Suggested Action: Take advantage of the **Kiwanis International's Boost Project**, and associated support from Kiwanis International to conduct an intensive effort to identify and contact prospective members. The Kiwanis Boost Project is an organized member recruitment effort coordinated between local Kiwanis clubs with the assistance of trained staff from Kiwanis International. The Boost effort in Washtenaw County will take place July 18-20 but assembling contact lists and calling to set up appointments with potential new members should be occurring now. *Note that the Boost Project will occur in our area before our proposed Strategic Plan can be completed and approved, and the Club should be devoting time and human resources to the effort now if it is to produce benefits.*

Kiwanis Club of Ann Arbor
Strategic Planning Process Steering Committee Report
Membership Growth and Retention Work Group

Development of our Club's Strategic Objectives and Action Plans continued

Suggested Action: Use the “2 for 2” model to increase the number of new members inducted into the club year to year. Under the 2 for 2 model two members are each tasked to invite 2 prospective members to a meeting or club project each month. The tasked members would switch off month to month so that a total of 24 members would extend 48 invitations to prospective members over the course of a year. It is hoped and projected that a percentage of these invitations will lead to new members joining the club. This concept could be expanded by asking every member to commit to inviting one prospective member to a meeting or club event each year.

Suggested Action: Use club assessment tools (available through Kiwanis International) to identify who is missing from our membership. By assessing gaps in our membership, we can identify how to direct recruitment efforts. *Note that this action also relates to the objective of increasing membership diversity, below.*

Suggested Action: Members create lists of membership prospects from their personal contact lists. Prospects are shared on Google Drive, or another information sharing platform, to prevent duplication and allow for the identification of gaps.

Measures of Success: The goal for the Boost project is to add 20 new members through this intensive effort. The ongoing goal is to grow club membership by 5% year over year for the next five years. The 2 for 2 model should yield at least 48 invitations over the course of a 12-month period.

Who is Responsible: Kathie Wilder is coordinating the Boost Project for the Club, but every member should support the project by providing suggested contacts, agreeing to serve on a contact team, or assisting with managing the contact information.

The Membership Committee should promote and monitor the 2 for 2 program with the support of the Club Board and Officers.

Club Objective

2. RETAIN CURRENT MEMBERS

Suggested Action: Analyze existing member survey and retention data to look for reasons why people leave.

Suggested Action: Schedule some meetings and activities outside of normal business hours. It has been suggested that having meetings at different times of day and on different days of the week may make club membership more inviting to prospective members whose work or family obligations make attending a Monday noon meeting problematical.

Suggested Action: Telephone follow-up with people who do not renew their memberships.

Suggested Action: Create a regular “pulse survey” process to gather data on participation and member satisfaction. A pulse survey is a short 1 to 3 questions that assess the membership's opinion on very specific issues. The surveys would be conducted regularly, but the topics would change from survey to survey. The surveys could focus on the entire membership or specific sub-groups of the membership. For instance, a survey might be directed at members who do not typically attend the regular club meetings.

Kiwanis Club of Ann Arbor
Strategic Planning Process Steering Committee Report
Membership Growth and Retention Work Group

Development of our Club's Strategic Objectives and Action Plans continued

Suggested Action: Expand hospitality function beyond those who are not active or who are ill, to include positive occurrences among the membership—e.g. touch base on members birthdays, etc. We may need to add members to monthly hospitality activities in order to keep the tasks manageable.

Suggested Action: Designate members on the membership committee who focus on recruitment and membership.

Suggested Action: Review new member orientation process.

Suggested Action: Check ins with new members at 3, 6, and 9 months and 1 year periods.

Measures of Success: Reports are generated analyzing retention/departure data. Recommendations are made based upon data regarding causes for departure.

Develop a data-based plan on how to increase membership retention.

Who is Responsible: Jim Dries and crew (Laura Koch, et al) for the survey portion. Kathie Wilder sends renewal notices every August and does follow-up with non-renewals as needed. The Membership Committee could assist Kathie on the follow-up. Hospitality Committee. New members' sponsors.

Club Objective

3. INCREASE MEMBER DIVERSITY

A note on diversity

When we think about diversity in club membership, we are thinking about a very broad topic. The Merriam-Webster Dictionary (online at [Merriam-Webster.com](https://www.merriam-webster.com)) defines diversity as “the condition of having or being composed of differing elements: Variety.” Put more simply, “diversity is the mix.”¹

“In broad terms, diversity is any dimension that can be used to differentiate groups and people from one another.”² It is not just what we can see, such as age, skin color or gender presentation, but an endless variety of traits and factors that can make us different from one another or make us alike.

The Kiwanis Club of Ann Arbor recognizes that a more diverse club is a stronger and more vital club. A strong and vital Kiwanis Club makes our community better. To that end, the Ann Arbor Kiwanis Club should strive to become increasingly more diverse and inclusive in every way that is consistent with the objects of Kiwanis. The mix will make us better.

Steve Hiller, President designate 2023

¹ Diversity and Inclusion Definitions, United States Department of Housing and Urban Development, Office of Diversity, Equity and Inclusion, https://www.hud.gov/program_offices/administration/admbout/diversity_inclusion/definitions

² *Id*

Kiwanis Club of Ann Arbor
Strategic Planning Process Steering Committee Report
Membership Growth and Retention Work Group

Development of our Club's Strategic Objectives and Action Plans continued

Suggested Action: Create a diversity profile of the club to assess who is currently underrepresented.

Suggested Action: Create a plan to identify diverse people who we may not know personally, and develop strategies for approaching them.

Suggested Action: Define what the initial dialogue and “offers” should look like. Plan how to ask.

Suggested Action: Increase outreach to Key Club and Circle K Alumni.

Suggested Action: Increase club involvement in community-based projects.

Suggested Action: Do outreach to groups that reflect diversity.

Measures of Success: Club membership becomes more reflective of the community as a whole.

Who is Responsible: Membership Committee. Outreach Committee.

Club Objective

4. INCREASE MEMBER ENGAGEMENT

Suggested Action: Regular formal recognition of members for participation in Club activities.

Suggested Action: Train members on the role of sponsor for new members. This should also improve new member satisfaction. Better trained new members are more likely to become involved in club activities.

Suggested Action: Schedule some regular meetings in the evening, on different days.

Suggested Action: Consider meeting less frequently. Rethink how we achieve perfect attendance.

Measures of Success: Number of members who attend/participate in Kiwanis activities.

Who is Responsible: Membership Committee. Member Recognition Committee. Honorary Members and Honored Volunteers Selections Committee.

Club Objective

5. IMPROVE NUMBER AND QUALITY OF SERVICE PROJECTS

Suggested Action: Conduct an audit of what we are currently doing. Ask is this still the right activity? Is our membership engaged? What is the community impact? How does the project fit with our new mission and vision?

Suggested Action: Develop a rubric for evaluating potential projects and educate members on its use.

Suggested Action: Develop one and done projects that may appeal to younger new members.

Suggested Action: Ask nonprofits we fund to suggest service projects.

Kiwanis Club of Ann Arbor
Strategic Planning Process Steering Committee Report
Membership Growth and Retention Work Group

Development of our Club's Strategic Objectives and Action Plans continued

Suggested Action: Seek collaborations with other Washtenaw County Service Clubs.

Measures of Success: Audit completed, results examined, and recommendation made (to whom?). Recommendations are acted upon.

Number of approved service projects is increased.

Three new service projects result from new connections.

Who is Responsible: Jim Dries (surveys). Special Projects Committee. Laura Koch and Kathie Wilder. *(All members can suggest service projects.)*

Club Objective

6. MAINTAIN / IMPROVE QUALITY AND DIVERSITY OF MEETING PRESENTATIONS

Suggested Action: Set aside one meeting per month to focus on presentations about the Club and its activities.

Suggested Action: Plan for hybrid meetings that include meeting in-person all the time.

Suggested Action: Be sure to include some fun programs.

Suggested Action: Develop some "one and done" service projects that can be completed during a meeting (once we are meeting together).

Suggested Action: Promote programs to non-Kiwanis visitors through social media, etc.

Suggested Action: Partner with groups like the NAACP, Jewish Family Services, other non-profits, etc. around common topics.

Measures of Success: Regularly survey the membership about program content and preferences. Measure participation both in attendance numbers and improvement over time. Track speaker topics that get more participation and reaction.

Who is Responsible: Program Committee.

Club Objective

7. SHARE MORE INFORMATION ABOUT OUR KIWANIS WITH OUTSIDE GROUPS.

Suggested Action: Education — provide information about Kiwanis and what we do.

Suggested Action: Establish social media presence other than the sale.

Measures of Success: Educational programs completed. Number of members receiving training.

Who is Responsible: Various committees, depending on subject.

NOTE: This is neither a static nor an exhaustive list. Efforts to improve in these critical areas should be an ongoing priority for the Club. June 17, 2022.

Kiwanis Club of Ann Arbor
Strategic Planning Process Steering Committee Report
Membership Growth and Retention Work Group

Development of our Club's Strategic Objectives and Action Plans continued

Addenda from a committee meeting of June 20, 2022

The following suggestions were made during the June 20 meeting with all members of the Kiwanis Strategic Planning Process Steering Committee.

- Ensure follow up on membership inquiries.
- Establish a Kiwanis Speakers Bureau to provide outreach to outside groups.
- Recruit volunteers for service projects at the Thrift Sale.
- Staff a table at the Art Fair.

/end of the Work Group Report that focused on developing the Club's Strategic Objectives, and Action Plans.

A Strategic Planning Process.

Helps to make the case for change . . . and understand the cost of not changing.

**The Kiwanis CLUB of Ann Arbor's Strategic Plan Framework IMPLEMENTATION
Calendar and Guide for the next 14 months follows on the next 2 pages.**

A DETAILED IMPLEMENTATION Guide and “CALENDAR” for our CLUB’S Strategic Plan Framework	Dates
The Strategic Plan Process Steering Committee determined / designed / planned for the approval process of a proposed CLUB Strategic Plan Framework by the members and the Kiwanis CLUB Board.	June and July 2022
Shared Strategic Plan Framework information with the general membership regarding our Kiwanis Club including the Mission, Vision, Goals, seven (7) Objectives, and Implementation Calendar / Guide.	July 2022
Sought members’ input and ultimately their active support of the concepts and details of Kiwanis CLUB’s Strategic Plan Framework . “A Call to Action”	July 18, 2022
Sought members’ support for our proposed Kiwanis CLUB’s Strategic “Mission and Vision” .	July 18, 2022
Sought members’ support for our proposed Kiwanis CLUB’s Strategic Goal to “Enhance the Membership Experience” .	July 18, 2022
Identified the additional CLUB strategic Goals that may be considered to be implemented at a future date.	July 18, 2022
Shared that it appears that no changes are needed to Club Bylaws due to the proposed Club’s Strategic Plan.	July 18, 2022
Asked President Ellen to consider scheduling a Club Special Board meeting to review, discuss and approve the Club’s proposed Strategic Plan and set date for members to vote.	Mid July 2022
Wrote/created/printed a detailed Strategic Plan Framework document for our Kiwanis Club and shared information with the Board and general membership.	August and September 2022
The Strategic Planning Process Steering Committee provided our Club Board with a review of the proposed Strategic Plan Framework for the Club and requested <u>their approval of the proposed Strategic Plan Framework</u> for the Club. Also requested them to schedule a vote by the Club’s general membership on the proposed CLUB’s Strategic Plan Framework. Date for a vote by our general membership was set for Monday, August 29, 2022.	August 10, 2022
Provided members with information about the proposed Strategic Plan Framework for our Club, a proposed implementation calendar for the next 14 months, and budget impact. Responded to questions. Announced to the general membership that a vote regarding strategic planning was scheduled to be held at the regularly scheduled meeting on Monday, August 29, 2022.	Noon meeting August 15, 2022
Announced to the general membership (2 nd time) of the vote scheduled for Monday, August 29, 2022	August 22, 2022
Held a vote by the general membership to consider approval of our Club’s Strategic Plan Framework. The members approved the framework with a Yes vote = 65 and No = 4. Approval rate = 94%.	August 29, 2022
BEGIN IMPLEMENTATION OF THE FRAMEWORK OF OUR KIWANIS CLUB of Ann Arbor’s STRATEGIC PLAN GOAL AND ITS SEVEN (7) OBJECTIVES.	September 2022 *

<p>Implement our CLUB's Strategic Goal to "Enhance the Membership Experience"</p> <p>Created Action Plans and identify key persons for implementation of the seven (7) Objectives that support the Club's Strategic Goal.</p> <ol style="list-style-type: none"> 1. Increase recruitment of new members including follow-up on membership inquiries. <i>A specific target objective is "to grow the Club's total membership by 5% year over year for the next five (5) years."</i> For example, Oct 1, 2022, we started with 133 members $\times .05$ growth increase = 6.6 new members to reach 140. However, as some current members leave (forecast at 6 members this year), then these reduce the 140, so an additional 6 new members are needed. Therefore, a total of 13 new members would be needed to meet this first-year growth target. 2. Increase membership retention. 3. Increase membership diversity. 4. Increase / improve member engagement with the club and club activities. 5. Increase the number and variety of service projects and recruit volunteers for service projects including support of Service Leadership like Circle K and Key Club. 6. Maintain / improve the quality and diversity of meeting presentations. 7. Share more information about our Kiwanis with outside groups. 	<p>July 2022 and going forward.</p> <p>*.NOTE: Implementation of some of these seven (7) objectives is already underway as of July 2022 and will continue under the Strategic Plan for the next 3 to 5 five years.</p>
<p>Adjust Club's budget development for FY23 as needed to reflect impact of Club's Strategic Plan.</p>	<p>August / September 2022</p>
<p>Identify changes to the Club's committee structure to reflect impact of Club Strategic Plan.</p>	<p>No later than November 2022</p>
<p>Nominating Committee begins annual process to identify and vet candidates for the Club Board whose term begins October 1, 2023, reflecting the impact of the Strategic Plan. Inform current Board members and candidates of the total separation of the two boards, the Club and the Foundation, as soon as possible regarding possible impact on term of service and responsibilities.</p>	<p>Begin Oct 2022 thru May 2023</p>
<p>Update Club Administrative Manual to reflect impact of Club's Strategic Plan.</p>	<p>No later than Dec. 2022</p>
<p>THREE (3) MONTH IMPLEMENTATION REVIEW by the President and the Kiwanis Club Board.</p>	<p>January 2023</p>
<p>Annual Meeting and Election of the new Kiwanis Club Board for FY24.</p>	<p>By May 15, 2023</p>
<p>New Kiwanis Club Board term begins.</p>	<p>Oct. 1, 2023</p>
<p>ANNUAL STRATEGIC PLAN IMPLEMENTATION REVIEW by the Kiwanis Club President and the Kiwanis Club Board.</p>	<p>Oct. 15, 2023</p>
<p>END OF THE INITIAL CYCLE OF IMPLEMENTATION FOR THE CLUB'S Strategic Plan Framework. Continue implementation into future years as required.</p>	<p>Oct. 15, 2023</p>

/end of this report about our Kiwanis CLUB of Ann Arbor's approved Strategic Plan Framework.