

2011-12
DISTRICT LEADERSHIP SEMINAR
MANUAL



Kin Canada

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2011-12 Leadership Seminar Manual

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Registrar

Treasurer

Membership Director

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Secretary

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President

Past President

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Introduction

Kin Canada is an association of Kinsmen/Kinette or Kin clubs. Clubs in a certain geographic area are grouped into districts and zones, which exist to help individual clubs advance the Mission of Kin Canada. As a deputy governor, you are responsible for working with district leaders to support the needs of the clubs in your zone that have been assigned to you.

Kin Canada's work is done at the club level; all leaders above and beyond that level are there to support and help the clubs. Clubs are the foundation of Kin, developing leaders is a means to strengthen that foundation, which also translates to membership development. Only strong clubs with direction and focus will attract — and retain — members.

Deputy Governors are part of the district leadership team, which also includes the district governor and district executive members. At the district leadership seminar, you will meet to discuss ways to assist clubs in key areas of their operations. This manual is organized to complement the recommended curriculum for deputy governors at the seminar; each chapter relates to an important aspect of your role. After you have completed your training, this manual will serve as a functional resource as you work with club and district leaders to build effective clubs.

Leadership skills are many and varied - your success as a leader depends on understanding how to use as many skills as possible: **What characteristics are associated with successful leaders?** Communication skills, such as the ability to listen, are a priority. In addition, good intercultural communication and non-verbal communication are essential. In the larger context, conflict resolution and the ability to be a follower are also attributes. Risk taking is essential as it is to all successes. Increased self-confidence, which is a natural outcome of skill building and leadership development, allows for growth and particularly the taking of risks. This in turn leads to expanded vision and greater self-exploration, both inherent characteristics of a good leader.

Friendship

The building of new friendships is one of the greatest benefits experienced by our members. This has served as a foundation for building a healthy club. Members who work together on projects and who strive to actively support each other through successes and disappointments find themselves enhancing their relationships with one another. The result is the formation of new and lasting friendships. This is often referred to as "fellowship" by many of our members.

Friendship is the enjoyment of sharing the workload, inviting other members to lend a hand on a project, and taking the time at meetings to expand your circle of friends by meeting other members. Friendships grow through the effort that each member makes towards creating a sense of family and respect within the club itself. This becomes enhanced when these values are expanded to each member's personal life, family involvement, and work experiences.

A club can foster the development of friendships by creating venues for members to interact with one another on a regular basis. Having entertainment at each meeting, inviting interesting speakers, or having discussion and positive sharing will undoubtedly create an environment of growth. Members who take the time to be sensitive to issues facing members and who take the time to have the club members provide support or messages of caring for those individuals will be contributing significantly to the longevity of its members and the success of the club in the future. These experiences create a good retention rate, foster the development of healthy projects, and create members with an excellent Kin attitude.

Friendship is a natural result that comes from positive interactions and a sense of belonging or inclusion – from good-natured fines sessions, and positive affirmations when members give their best to a project, an award, a club social, or thoughtful consideration of others. Friendship is significantly fostered in a club that creates positive social activities or projects that will have a follow-through with a time for visiting or relaxing at its completion. A club that promotes involvement and sharing will find itself rewarded with a strong friendship base. This aspect of Kin should be nurtured and promoted as much as possible.

Our Association was founded on the beliefs of service and friendship. These two values work together to create lasting impressions on members and their communities.

Welcome to District Leadership Seminar

Welcome to your district leadership seminar, this the first opportunity you will have to meet the other members of the district executive with whom you will be working in the coming year. Its purpose is to provide you with the techniques, skills, and hands-on information needed to properly manage yourself, your executive, and the clubs in your zone.

The district leadership seminar is usually held in April, May or June, as soon as possible after the elections for zone officers have been completed. In attendance will be the incoming deputy governors as well as members of the core incoming district executive, including the vice governor, secretary, treasurer, district coordinator and the district directors.

We will cover a substantial amount of material at DLS. All participants will leave with some new ideas, along with a Team Building Experience that is unique within our organization. Some will arrive as newly elected officers who are nervous about what is expected of them; others will wonder if they are prepared for their new leadership role. Those who have very significant Kin experience may wonder if this seminar may be a waste of time. If one thing is certain, it is that everyone will benefit from the seminar through the exchange of ideas and experiences.

As a zone leader, you will be attending many meetings. You will have to run some of these meetings, while you will merely have to attend others. The district leadership seminar will educate you regarding your role at pre-term, midterm, fall leadership conference, and district convention. In addition, an outline of your responsibilities for club executive seminars, zone meetings and presidents' meetings will be presented, including an overview of any written or oral reports you might have to give.

Time will be spent reviewing the role you should play in promoting zone, district, and national awards and programs. Hand-outs will be provided on the various resources available throughout our Association to help improve your skills as a zone leader. There will be opportunities for some role-playing.

In summary, there are many ways in which you can increase the possibilities for your success as a zone leader. This seminar provides you with the tools you will need to successfully perform your duties as a deputy governor. With a positive attitude and an open mind, you will pick up many ideas at this seminar that will help to make a difference between a successful year and one not so successful.

Guidelines for Group Participation

The following will provide the framework for discussions and group participation during our activities. All participants bring different levels of comfort, experience, and skill at working as part of a group. Our guidelines set some basic ground rules for our work together:

1. **Participate** – Every person participating is of equal worth and value.
2. **State your opinion** – All opinions are valued and needed. Speak in “I” terms: “I think ...” “I feel ...” “I believe ...” “It’s been my experience that ...” etc.
3. **Listen** – We will be speaking from our experiences; it is important to understand and appreciate that we will be talking about what is true for us. We agree to listen to each other with respect. We also understand that points may arise on which we agree to disagree.
4. **Be prompt** – Stay focused and on track. We have a very full schedule.
5. **Be respectful** – Personal digs are inappropriate and unacceptable in a learning environment.
6. **Stay with us** – Because the information presented is planned for your leadership experience, we ask that you do not leave during presentations. We have designed frequent breaks for your comfort and convenience.
7. **Observe confidentiality** – We want you to take home whatever you learn; however, any personal information shared is confidential.
8. **Assist** – Share responsibility for moving the group forward. Do not rely solely on facilitators to interrupt inappropriate or oppressive behavior.
9. **Let go of your personal agenda(s)** – Learn from others’ experiences.
10. **Have fun!** Enjoy each other’s company.

Recommended Job Description for Deputy Governor

Rewards for taking office

- Personal and professional development through public speaking, administration and travel
- Increased knowledge of Kin through involvement
- Potential for many new friendships through Kin contact.
- Experience to add to your resume and portfolio

Your Personal Growth Opportunity

- Greater understanding of your personal potential as a leader
- Build your confidence as a public speaker and presenter
- Gain more knowledge and a better understanding of Kin Canada
- Meet many new people and enjoy new friendships
- Learn about other clubs in your district with great ideas to take back to your own club

Skills and Prerequisites

- Knowledge of parliamentary procedures and Kin history
- Working knowledge of District and Zone House Rules and Polices & Procedures Manuals
- Familiar with National, District, and Zone service projects
- Has held at least one Club executive position including President
- Has attended at least one Spring Zone Conference and District Convention
- Commitment to follow the District Plan
- Display strong organization skills, Problem solving and conflict resolution skills
- Must be a team player, Open minded and adaptable
- Superior written and verbal skills along with computer competency for email correspondence
- Displays self motivation and dedication to all tasks
- Familiarity with Microsoft word/office for reports/newsletters
- Some experience in public speaking or making presentations
- Motivation and leadership skills

Roles and Responsibilities

- The Senior Kin position in the Zone
- A communication liaison between the District and Clubs
- Mentor to Clubs
- Offer motivation and encouragement to Clubs
- Promote Membership and possible new Club Charters
- Act as a facilitator or instructor of Kin Education
- Communicate Club issues to the appropriate District Executive Member

Participation Duties

- Attend District Convention as incoming and outgoing DG and attend FLC during your term
- Attend District Council meetings, including a Pre-term and Mid-term meeting
- Attend a District Leadership Seminar (DLS) training weekend
- Ensure dues, insurance, incorporation, annual club reporting forms are completed for each club in zone
- Act as a strong linkage between your clubs and the District
- Organize and chair President's pre-term and mid-term meetings
- Promote new member's and retention seminars
- Organize and chair a zone Club Executive Seminar; a Membership Seminar and a Spring Zone meeting
- Consider attending National Convention
- Visit each club in the Zone at least twice, including Executive Installation Night
- Produce and distribute at least 4 Zone newsletters to clubs
- Contact Club Presidents on a regular basis to monitor club activities, challenges and successes

Legal qualifications

- Must be a member of a club located in the zone you wish to serve.
- Can be nominated by your club. If so, you must have your nomination papers signed by both your club president and secretary and forward your papers to the district secretary 30 days prior to the zone conference.
- Can be nominated off the floor of a conference. If so, your nomination must be accompanied by the signatures of the majority of the duly elected delegates from each of any two clubs in the zone.
- Desirable to have been a club president.

Getting and Giving Information

Getting and Giving Information is probably the #1 competency required of leaders. If you cannot communicate effectively, then no other leadership skill will compensate for this lack. First and foremost, you must be able to exchange information effectively and accurately. There are three distinct aspects to communication, or getting and getting information: Getting it; retrieving, and giving it

Getting Information

When getting or receiving information, you may be watching for a variety of clues to gather meaning: not only verbal or written information, but nonverbal behavior as well. If you are not careful, facts will be forgotten or distorted. This is because both the individual sending and the person receiving the information may unintentionally obscure the message.

There are two ways you can insure that the information you receive will not be **forgotten or distorted**:

- Take notes. Always write down key information received.
- Repeat back what you think you heard the person say.

While you may think you understand what you think you heard, you may in fact have gotten it totally wrong. Clarify and verify! In a **communication exchange**, the sender controls what and how is said, or the content of the message. The recipient controls what is heard and the feedback given. To encourage good communication, you need to encourage others to speak freely.

- Show interest by leaning forward, paying attention, nodding in agreement, taking notes, and so forth.
- Greet new ideas with interest.
- Give the individual your undivided attention.
- Maintain eye contact.
- Use the individual's name.
- Smile, relax, and be friendly.

Retrieving Information

Information received may have to be recalled at a later time. There are many different ways to store and retrieve information. Today, we naturally think of computers as a means for storing and retrieving information. The medium is not as important as what you write and how you store the information. You can employ a variety of methods to help you remember details, including **note-taking**, **repeating back**, **memorization**, and **mnemonic** devices.

Giving Information

When giving information, use all five senses whenever possible. In addition,

- Speak clearly.
- Use language that everyone understands.
- Vary your tone and pace.
- Move from the general to the specific.
- Use visuals— charts, maps and diagrams.
- Eyeball the listener.

Encourage two-way flow—ask questions and get them asking questions of you. Don't pass judgment on the question or the questioner. Use **feedback** and **reflective listening** to keep your verbal and non-verbal communication in sync. Take notes of the **main ideas** and **review your notes** soon afterwards to make sure they continue to make sense.

Sharing Information

Clear communication is vital to any successful organization, including Kin. As the liaison between club and district leaders, you must share any information or concerns you may have about a particular club with the district governor. You must also ensure that district and Kin Canada information is shared with your clubs.

It is equally important to share information with incoming club and district officers, particularly with the deputy governor who succeeds you. This will ensure continuity and better management of ongoing challenges and also provide incoming appointees with an orientation to clubs.

You also have the opportunity to act as a liaison between the other clubs. Your regular contact with clubs enables you to observe the progress of activities and programs, share successes, and encourage increased interclub dialogue.

Speech Guidelines for Deputy Governors

An important function of each Deputy Governor is to communicate within their Zone. Aside from your Official Visit, you will be expected to relate to the Kin members of your Zone the items of importance to your Governor, as well as explanations of district and/or National programs. In addition, you will want to do a good job of articulating *your* concerns

1. Suggested items to be included in report:
2. Congratulate the president for work to date and congratulate the bulletin editor
3. Mention club projects that you have read about in the bulletin
4. Encourage the executive and the club to work together to achieve their goals
5. District programs and news
6. Encourage competition for zone and district awards
7. Encourage attendance at zone conferences and district conventions
8. Date, location, cost, theme, etc., of district convention
9. Review any award rule changes and review any by-law changes
10. Promote district service & national programs
11. Membership statistics
12. Encourage contributions to district newspaper
13. National programs and news
14. News from national convention; resolutions passed at national; national dues/finances
15. Promote Kin Canada Bursaries (Hal Rogers Endowment Fund)
16. Promote KIN Magazine
17. Encourage clubs to submit their membership reports, membership dues billing, endorsed Kin Canada bursary application and insurance forms by the deadline date
18. Life membership – number to date and any planned presentations
19. Maple Leaf of Distinction and Founder's Award – Congratulate recent winners and encourage participation in these programs
20. Entertain questions
21. Thank-you to club for invitation

Setting personal priorities

As a district officer, you will be called upon to do many things. You will be asked to work harder than you ever counted on because your club presidents are going to ask for your assistance on many varied issues and problems. These calls for assistance will usually involve some decisions that will not be easy to make. You will be asked to settle issues that involve personalities and not just cold hard facts. In short, you will be given an opportunity to see yourself perform under conditions you probably have never been under before. Because of this, we have taken the liberty of mentioning something very important – your personal priorities.

Three things will be competing for your attention this year: your family, job and Kin activities. Share your Job Description with your family and employer; develop a plan with goals so that none of your priorities in life get neglected. Consult your employer before using any company resources, if self-employed use your time wisely.

Remind your club of your time commitments and responsibilities remember it's; Family, Work and Kin. Keeping a balance will help you have a very successful year.

Getting Started

Planning is the key to success. In this age life has become very complex. Choices are literally by the thousands and information is coming at us by the speed of light. Hundreds of thousands of advertisements and marketing messages bombard our subconscious mind daily and play with our psyche. There has never been such a strong need for us to be clear on our goals. To have a clear plan on what we want to achieve. Begin to plan your year now!

About Representing the Zone

Representing your clubs is accurately communicating to the District & National the sum of members' feelings, ideas, etc., and vice versa. A leader must represent their zone on a great variety of issues. Some of these issues and the need for a decision representing group interests will be known in advance; others will not be.

Under any circumstances, to faithfully represent the zone, you must:

- Fully understand the nature of the problem.
- Know how the decision (if any) was reached and be able to communicate it to others.
- Accurately and responsibly communicate from and back to the original group.
- Realize that other zones and levels of the association may derive their entire picture or opinion through you, the leader. You must be consistent, possess integrity, and be fair to all parties.

When the Need is known

Representing your zone is more an art than an exact science. When the requirement to represent a group regarding a specific issue is known beforehand, then the entire representation issue is much more manageable. It's an issue requiring decision-making skills.

If you are effective at representing your zone, you will positively influence their attitude, motivation, and enthusiasm. They will come to feel that what they think matters, that the ideas they develop are good, and that they are making a positive contribution to the entire District and Association.

Before you can effectively represent the zone:

- Define the nature of the problem. Ask leading, open-ended questions to solicit their ideas and assess their feelings.
- Get all the facts you can. Make sure you have all the information necessary to help the group make a fully informed decision. Don't frustrate the group by stalling the proceedings to go and get answers to questions you could have anticipated.
- Use your skills in Getting and Giving Information to prepare yourself to represent the group. Take notes on pertinent facts. Bring together relevant resources.
- Determine group members' commitment to the decision they are making. How much leeway will you have in representing them?

As you listen to members talk, be sensitive to their needs and characteristics. Don't ever make fun of an idea, or dismiss it out of hand. Use your leadership skills and listen. Focus on the positive and keep things moving. Use your competence at Problem-Solving to help the group make a decision.

Once you've developed an assessment of the group's commitment to the decision, you can specifically ask them how much room you have to maneuver when it comes time to meet with the District Council. You may pose some "if/then" scenarios to them: "If they want to do such-and-so, then would it be okay if..." and so forth. If the zone is not locked into one option, you may be able to take several acceptable ideas to the District for consideration. When members are compliant, indifferent, or resistant to a decision, they may decide to ask you as their leader to represent them as uncommitted.

Once your group has made a decision, you as their leader are committed to it, even if you personally think and feel otherwise. Your time to voice your personal opinion is within the zone. As their representative, you are now their voice. You do not speak for yourself.

Obviously every decision and situation is unique with situational factors affecting your decision as the representative for the zone. If, for example, your group is wholeheartedly and unreservedly committed to their decision, but it is rejected by the District, given the option to do so, you must return to your group and ask them to reconsider.

If the group was neither decidedly against nor for a particular idea, then you as their representative might ask the group if you can represent them as uncommitted and work with the District and other representatives to find the best solution.

Assuming the decision has been made to everyone's satisfaction, the representative simply bears the responsibility to represent the zone thoughtfully and accurately.

When representing the zone, you must be able to:

- Clearly state the zone's position on the issue under consideration.
- Listen carefully and respectfully to the ideas and points of view of the other representatives.
- If there are conflicting opinions, decide how to achieve the goals of your zone so that all can be satisfied.
- If new information surfaces, then a second decision may be called for, if permitted.

After representing the group:

- Carry the decision back to your zone. Refer to your notes.
- Explain the context for the decision to the zone. Remember, you are now representing the District which made the decision *back* to your own zone.

When advance notice is not available, representation rises to an art form. No Notice--What Next?

Sometimes you are faced with the potentially uncomfortable situation of representing your group without first having had a chance to seek their opinion. Depending on the trust and respect they have developed for you and the complexity of the decision you have to make, you may or may not have an easy time of it. If you only have to decide what the menu will be for the next meal, that's one thing. But if you are asked to make a decision affecting how others, for example, will spend their money--be careful!

Consider these questions before proceeding:

- What precedents within the zone do you have to go on?
- How much trust does the zone have in you?
- Has the group empowered you to act on your own, to use your best judgment?
- How committed is the zone to the issue and to their decision? How does this issue/decision rank from a larger perspective?
- What will be the short and long term effects of this decision, and who will it affect?
- Can the commitment to a decision be deferred until you can counsel with your group? If the decision is especially important, you should insist on it.
- How well do you know your zone members' needs and characteristics? Can you anticipate their concerns, objections, etc.?

Financial commitment

- Most districts cover the registration, hotel, and travel costs for the outgoing zone leaders at district convention. However, you may be required to cover these costs as the incoming zone leader. In addition, should you wish to attend the national convention, you will likely have to pay your own expenses.
- Most districts cover the cost for you to attend fall leadership conference and district convention.
- You may be required to pay for all or a portion of your district outfit.
- If you are visiting a club in your zone on official business, you are a guest of that club and your meal costs should be picked up by the club. Mileage and telephone costs relating to Kin are covered.
- Some zones have a zone officer fund or zone membership fees to help offset expenses.

Critical Path for Zone Leader

NOTES:

- 1) Starting in early October of your year as Deputy Governor, you'll receive copies of your district monthly membership reports from National HQ via email.
- 2) Check out the Membership Matrix Newsletter, published each month, online and the Kin.Cyber Newsletter, published the 1st and 3rd Wednesday of each month, online

APRIL / MAY

- Attend District Leadership Seminar.
- Prepare District Pre-Term report.
- Attend District Pre-Term.
- Consider creating (if not done) a Zone Executive to assist you this year. Positions may include Membership Director, Awards Chair, Secretary, Treasurer, Risk Manager, Zone Coordinator, Education, etc.
- Set your priorities/goals for your year. Communicate them to the Zone in your first newsletter.
- Prepare with your executive a draft Zone budget to produce at President's Pre-Term and FLC.
- Contact your Club Presidents via letter and thank them for their support/confidence in electing you as Deputy Governor. Ask them to notify you of their new Presidents and executive once elections are held (April 1st – May 15th). Get their rosters with e-mails as well.
- Review Outstanding Zone Award as well as Outstanding Club Award. Set a goal of achieving the Deputy Governor's Award on behalf of your zone and motivate incoming presidents to achieve the Outstanding Club Award.
- Ask club members to think about prospective members during summer months.
- Attend District Convention (May/June).
- Evaluate clubs and plan fall programs.
- List year's activities for your own club and zone. Fill in time slots and plan your travel.
- Review delegate voting procedures; you'll likely be running the credentials desk at district convention.
- Ensure clubs have submitted information and membership confirmation to National Headquarters.
- Prepare rough draft of reply to "Toast to Association" or "Toast to the Ladies" (see toolbox for sample)
- Kin.Cyber Newsletter (1st and 3rd Wednesday) - online

JUNE

- Prepare list of new club presidents and executive for district and other clubs in zone.
- Send letter to newly-elected club presidents; introduce yourself and congratulate them on their election.
- Contact Clubs and set dates for Installation of Officers (Must be between July 1st and October 15th).
- Ask Clubs during your contact if they would like to have conference calls. Decide regularity.
- Prepare templates of congratulatory letters for members sponsoring new Kin; letters to new Kin (invite them to Spring Zone, New Member's seminars, advise them about Maple Leaf Award of Distinction, etc.); letters for Life Memberships; and, letters to award recipients and special milestones. Send these out with your Zone Newsletters. (samples and templates can be found in the toolbox).
- Prepare DG letterhead and possible DG business cards.
- Review Zone bylaws for additional responsibilities / possible amendments to be made at Spring Zone. Also note special Zone Awards.
- Kin.Cyber Newsletter (1st and 3rd Wednesday) – online
- Clubs will be notified if their Kin Canada Bursary applicant was successful or not

JULY

- Conduct turnover meeting with previous DG and team. Ascertain:
 - Strengths of clubs
 - Clubs in trouble
 - Possible Charter locations
 - Location of all Zone Awards/regalia
 - Previous budgets and concerns
 - Key individuals in the Zone that could assist you
 - Contact info for Clubs
 - Overall concerns

- Service levels and projects
 - Upcoming events
 - Any files/documents (electronic as well)
 - Zone Bylaws
 - Clubs owing Zone/District/National dues
 - clubs outstanding on insurance and incorporation forms
- Contact your District Membership Director or appropriate Membership Leader about Membership seminars. Decide and schedule what seminars to host as a zone event (retention/motivation/recruitment). Set dates for these or other seminars to help motivate your Zone.
 - Set date for Club Executive Seminar (must be completed before Sept. 15) Include fellowship and fun with event.

AUGUST

- Organize and Chair President's Pre-Term meeting (July/August/early September) At the same time, you may wish to organize a Club Executive Seminar (to be done before Sept. 15) or Membership Seminar
- Arrange to have presented a membership workshop (recruitment or retention) in all clubs. Note: Seminar should be strategic to address particular club's needs.
- Complete and send Newsletter # 1 to your Clubs.
- Kin Magazine – on line issue
- Kin Magazine – August (on-line) issue - ads and articles deadline
- 2011 National Convention in Regina, SK August 24-27, 2011
- 2012 National Convention (TO BE DETERMINED)
- Kin .Cyber Newsletter (1st and 3rd Wednesday) - online

SEPTEMBER

- Advise Clubs of dates and location of Fall Leadership Conference. Arrange/notify Clubs that you will conduct a brief Zone meeting with the Clubs at Fall Leadership and ensure they attend.
- Prepare Fall Leadership Report and forward to District on time (If required).
- Ensure clubs have submitted information and membership confirmation to National Headquarters (by September 30th - National dues are based on this)
- Membership Matrix Newsletter – online
- Kin.Cyber Newsletter (1st and 3rd Wednesday) - online

OCTOBER

- Invite new members to learn more about Kin by attending upcoming FLC (if possible).
- Prepare speech for club visitations.
- Start completing Official Visits to your Clubs. Complete the Deputy Governor Visitation Form.
- Conduct Zone meeting at Fall Leadership Conference. Have Clubs set their service and membership goals during meeting if not already done – discuss your goals.
- Complete and send Newsletter # 2 to your Clubs.
- Discuss with your clubs possibilities for charters next year. Have Clubs appoint a Charter Chair to investigate a charter and call Membership Services at Kin Headquarters to get you started.
- Set Zone levy in presenting Zone budget during Zone meeting (rules vary).
- Ensure clubs have paid membership fees.
- Insurance forms and dues billing mailed together to clubs from HQ (due at HQ by November 15th).
- Kin Canada Bursary Application form on website
- Kin Canada Bursary club package mailed to clubs and posted on website
- Kin Magazine – print issue
- Membership Matrix Newsletter – online
- Kin.Cyber Newsletter (1st and 3rd Wednesday) - online

NOVEMBER

- Organize a New Member's Seminar. They are available on the Membership video sent out previously (2003) to every Club. You may wish to do this as part of a Club Executive Seminar. Set dates for these or other seminars to help motivate your Zone.
- Finalize plans for a Membership seminar. Perhaps incorporate the seminar and a second New Member's Seminar to attract Kin to your Spring Zone. New Members should bring along the New Member's Handbook that came in their New Member's Kit.
- Send Christmas cards to Clubs and key individuals.
- Kin Magazine – December (on-line) issue - ads and articles deadline
- Outstanding Insurance Reporting forms report sent from HQ to Risk Managers, Governors & DG's
- National Club Insurance forms due November 15th
- National dues payment - due November 15th
- Auxiliary Clubs Insurance Reporting forms due November 15th
- Membership Matrix Newsletter – online
- Kin.Cyber Newsletter (1st and 3rd Wednesday) - online

DECEMBER

- Start cultivating your successor for next year
- Kin Magazine – online issue (editorial deadline)
- Membership Matrix Newsletter – online
- Past due reminders, sent to clubs from National Headquarters, for National Dues and Annual Insurance Reporting Forms
- Kin.Cyber Newsletter (1st and 3rd Wednesday) - online

JANUARY

- Attend District Mid-Term meeting (January – February)
- It's especially important at this halfway point through the year that you review your membership and other strategies and concentrate on what's working for your Zone. Work with the Clubs and re-evaluate your goals.
- Ask Clubs to submit to you 30 days before Spring Zone, agenda items they would like added to the Spring Zone agenda. Ask them if they have any Awards they would like you to present at Spring Zone (Maple Leaf Award of Distinction, Founder's, etc.)
- Start preparing your Spring Zone agenda – review last year's and ensure unfinished business is addressed.
- Start preparing for educational workshops/seminars, guest speakers at your Spring Zone.
- Appoint credentials chair, sergeant-at-arms, recording secretary, and rules of order chair.
- Review voting procedures for your zone.
- Appoint judges for zone awards (i.e. public speaking, etc.).
- Organize and Chair President's Mid-Term meeting (January/February)
- Kin Magazine – February Commemorative (print) issue - ads and articles deadline
- Membership Matrix Newsletter – online
- Deadline for receipt of resolutions requiring 6 months circulation to Executive Director (January 21)
- First Notice to clubs that haven't submitted their national dues or Annual Insurance Reporting Form
- Encourage clubs to take part in the Kin Canada Bursaries Program by accepting application from local students (students have until Feb. 1st to apply to clubs).
- Kin.Cyber Newsletter (1st and 3rd Wednesday) - online

FEBRUARY

- Send Spring Zone proposed agenda and budget for the zone meeting to district (see District house rules for timelines).
- Prior to the zone conference, forward an official call to the zone conference together with a copy of the agenda to each club in the zone (20 days before Spring Zone). Include seminars and workshops being conducted.
- Encourage clubs to accept Kin Canada Bursaries application from local students.
- Encourage clubs to be involved with the Kin Canada Bursaries Program by reviewing bursary applications received from local students; select one for endorsement and send to National HQ by March 1st. (clubs that receive 20 or more applications may endorse two for submission)

- Complete and send Newsletter # 3 to your Clubs.
- Chair Spring Zone Meeting (between mid-February – mid April).
- Invite new members to Spring Zone.
- Acquire all proxies from Clubs (bring them with you), regardless if club plans to attend District or National (proxied votes can be retrieved, on site, from the credentials desk).
- Attend Founder's Night celebrations as invited.
- Kin Magazine – Commemorative print issue
- Membership Matrix Newsletter – online
- National Media Release re: Founder's Day (Feb. 20)
- Founders Week (February 19-25, 2012)
- National will send Second Notices to clubs that haven't paid their National Dues or submitted their Annual Insurance Reporting Form
- Deadline for suggested changes to National Awards Program – February 28
- Kin.Cyber Newsletter (1st and 3rd Wednesday) - online

MARCH

- Stimulate clubs to apply for district and national awards.
- Following zone conference, forward a copy of the minutes to district and to each club in the zone (see *District House rules for timing*).
- Promote Outstanding Club Awards.
- Consider running for vice-governor.
- Membership Matrix Newsletter – online
- Kin.Cyber Newsletter (1st and 3rd Wednesday) - online
- Deadline (March 1st) for clubs to submit endorsed Bursary application form to HQ
- Kin Magazine – April (on-line) issue - ads and articles deadline
- Final notices to clubs that haven't paid their National Dues or submitted their Annual Insurance Form
- Diane Rogers Kin Pride Award posted on website - March 1
- Deadline (March 1st) for clubs to submit endorsed Bursary application form to Headquarters (post-marked date of March 1st will be acceptable)

APRIL

- Remember April is Membership Month – Recruit !!
- Complete and send Newsletter # 4 to your Clubs.
- Kin Magazine – online issue
- Membership Matrix Newsletter – online
- Kin.Cyber Newsletter (1st and 3rd Wednesday) - online
- National Media Release re: Membership Month (April)
- National Club mailing with Kin-nections Newsletter, Rosters, Annual Club Reporting Form (due June 15)
- District Leadership Seminars for incoming District teams (various dates)
- Deadline (April 15) to submit Diane Rogers Kin Pride Award

MAY

- Attend District Convention (May/June).
- Acquire all missing proxies from Clubs (bring them with you), regardless if club plans to attend National. (proxied votes can be retrieved at convention if in attendance).
- Make sure new members are invited to District Convention. Also, inform them about National Convention and make sure that they know that "First Timers" to convention are treated very special.
- Congratulate your clubs for a job well done in reaching your membership goals for the year! Also, thank your membership team for their help and encouragement throughout the year.
- Kin Magazine – June (print) issue - ads and articles deadline
- Membership Matrix Newsletter – online
- Kin.Cyber Newsletter (1st and 3rd Wednesday) - online
- Kin Canada Bursary recipients chosen by HREF Board of Trustees
- sponsoring clubs of Kin Canada Bursaries' recipients notified
- Kin/CF Day – first Saturday in May
- Great Strides walk for CF – last Sunday in May

JUNE:

- Ask clubs to notify incoming zone leader when installations are to be held.
- Encourage and assist clubs to complete their Annual Club Reporting Form (service \$ raised) and submit to National (June 15).
- Kin Magazine – print issue

- Membership Matrix Newsletter – online
- Kin.Cyber Newsletter (1st and 3rd Wednesday) - online
- National Media Release announcing Kin Canada Bursary recipients
- Kin Canada Bursaries recipients published on website by June 30th

- Deadline for submission of Outstanding Club Award – June 30
- Deadline for submission of district award entries & award winners list to National – June 30
- Deadline for early registration of National Convention – June 30

JULY:

- July 1st - Forward National Proxies to Kin HQ – Fax -1-519-650-1091
- Hold turnover meeting with new Deputy Governor and present them with all your files.
- Deadline for submission of Outstanding Zone Award to National HQ – July 15.
- Kin.Cyber Newsletter (1st and 3rd Wednesday) - online

Goals

Deputy Governors work with the governor-elect and other members of the district executive to establish district goals and with club leadership executive to establish club goals. District goals are developed at the Pre-Term seminar, where the deputy governors work with the governor-elect and in-coming executive. Your goal-setting experience as a past club leader and current district leader will help you work with clubs to ensure they establish meaningful goals that will challenge the club to new levels of success. Although club and district goals will differ in some respects, they should generally be in agreement in order to avoid conflicting interests that might prevent them from being accomplished.

Characteristics of an Effective Goal

Setting effective goals will lead to accomplishments. It is important to set goals that are

- **Shared.** Those who participate in setting a goal and developing strategies to achieve that goal are committed to implementing it.
- **Measurable.** A goal should provide a tangible point for club members to pursue.
- **Challenging.** A goal should be ambitious enough to go beyond what the club has accomplished in the past.
- **Achievable.** Setting overly ambitious goals can lead to frustration.
- **Time specific.** A goal should have a deadline or timeline.

Use these characteristics to evaluate district and club goals. If one of the characteristics is missing, the goal should be further developed and more clearly defined. During the year, continue to use these characteristics to evaluate goals and ensure that they are reached.

Key Relationships

Deputy Governors are the district leaders who have the most frequent contact with clubs, relaying information between the club, district, and Kin Canada. Communication is essential to your success in working with club and district leaders. Your key contacts include:

District leaders: District governor and Vice governor

Club leaders: Club presidents, Secretaries and Treasurers

Your relationship with club and district leaders will be discussed in greater detail elsewhere in this manual.

Communication

Your district will develop a communication policy to ensure information is shared with the appropriate leaders in the district. The communication policy will be outlined at the district pre-term. It should include how and when you communicate with clubs, the district governor and your fellow deputy governors. Following the district's communication policy will help the district operate efficiently and provide consistent support to clubs.

Organizing your information

During your year in office, you will receive and send many items of correspondence. One of the 10 Commandments of Effective Time Management recommends that you set up a personal filing system. Separate files will be required for national and district correspondence as well as a separate file for each club in the zone.

This file should include:

- correspondence
- club's plan of action for the year
- copies of reports on prior visitations
- club bulletins
- list of names, addresses, and phone numbers of club officers
- membership and historical data about club
- other pertinent information

You should also set up a form to keep track of club attendance at meetings such as executive seminars, fall leadership conference, zone meetings and district conventions. Keep track of all Maple Leaf of Distinction, Founder's Awards, GEM, and Life memberships awarded in your zone, as well as charters and other special events.

Appointment of a Zone Executive

To be successful as the Zone's chief executive officer, you'll need help from others. Delegate specific responsibilities to responsible and conscientious members in the zone. Be specific about what you want and when, and follow up regularly in a positive, encouraging manner to ensure results. Some key positions may be dictated by district policy or zone tradition. Others will be based on your analysis and creative thoughts about your needs for a productive and successful year. Discuss required and recommended zone leadership positions with the current deputy and recommended zone leadership positions with the current deputy governor, past deputy governors, and others whose advice you value. Here is a list of recommended positions on your zone executive:

1. Zone coordinator/secretary - This person's responsibility would be to:

- co-ordinate functions within the zone to avoid conflicting functions
- publish zone newsletters or bulletins and communicate zone and district news to the clubs
- record and distribute minutes of all zone executive and regular zone meetings
- handle correspondence as directed
- act as traveling companion for visitations and installations

2. Zone service chair - This person's responsibility would be to:

- promote the zone, district and national service projects within the zone
- promote the Kin Canada Bursaries to clubs
- encourage clubs to support the Hal Rogers Endowment Fund
- promote district foundation (if applicable)
- attend district foundation meetings
- act as traveling companion for visitations and installations

3. Zone treasurer - This person's responsibility would be to:

- collect zone membership fees (if applicable)
- prepare zone budget
- act as traveling companion for visitations and installations

4. Zone membership director - This person's responsibility would be to:

- present the membership recruitment workshop to all clubs in zone (in conjunction with deputy governor)
- present the membership retention workshop to all clubs in zone (in conjunction with deputy governor)
- become a vocal promoter of charters within the zone
- act as a traveling companion for visitations and installations

Working with Clubs

Installations

You, as deputy governor, are required to install the executives of all of your clubs. You should try to have all of these installations done by the end of June. In some cases, installations may not be held until early September, but in no case should you let these installations go past the first meeting in September. Remember, as with the club executive seminars, just because they have always been held in September doesn't mean they can't be held in June.

The key to the success of an installation date is proper planning and co-operation between you and the club president. You should contact all of your club presidents soon after being elected, so they can be alerted to the fact that you are already preparing for the installation of the new executive. By contacting club presidents, you can discuss with them possible dates, the agenda, the physical format, and the names of the officers to be installed. Be sure to get the exact pronunciations of all of the names of the officers to be installed. There is nothing more embarrassing than stumbling over someone's name or mispronouncing it when a little prior planning could have prevented a poor performance.

Give some thought and preparation to the venue and theme for the installation. Consult with the club president to ensure that the venue is appropriate and that enough time is allocated.

At the district leadership seminar, you received a supply of certificates sufficient to install all of your clubs. It's the responsibility of the club to ensure that the certificates are lettered and framed (*a template of this is available in the DLS tool box*). You should ensure that this is done, as you will want to encourage the club officers to hang their installation certificates proudly and in a prominent place.

Remember that an installation night is both the beginning of a new year and the ending of an old year. You should honor the past executive of the clubs in your remarks and, by so doing, motivate the incoming executive to improve upon the work they did.

Steps for Setting and Establishing Club Goals

Goal setting is crucial to a successful Kin year for club presidents because it provides a plan of action. Goal setting includes:

1. Assessing the current status of the club to gain a clear picture of their starting point.
2. Analyzing the club's strengths and weaknesses. Presidents-elect and deputy governors use the Goal-Setting Worksheet to identify trends and consider goals that are needed to address club weaknesses and capitalize on club strengths.
3. Developing goals. Presidents-elect, with the help of deputy governors should develop and record goals approved by the incoming club executive as well as the strategies the club will use to achieve them.
4. Evaluating progress and adjusting goals as necessary. During club visits, deputy governors review club goals with the executive to determine whether the club will achieve the goal. You may wish to advise clubs on how to achieve the goal or revise it.

"If you don't know where you are going, you might wind up someplace else." -- Yogi Berra

Deputy Governors work with club leaders to establish goals based on the elements of an effective club. As a deputy governor, you should act as an adviser to the club by analyzing past trends and current club practices and suggesting how the club can improve its operations. Encourage club leaders to consult with experienced club members who have knowledge about the club, its accomplishments, and its limitations to ensure these goals are realistic and reflect club capabilities and interests. Encourage club leaders to review past club records, which can provide

- A baseline for establishing future goals
- Data illustrating membership and attendance trends that can shape club plans and objectives
- Evaluations of past service projects that indicate ways to improve the planning and implementation of future projects

You may need to consult with the district governor or the current deputy governor to review club records.

Relating Club Structure to Club Goals

Remind club leaders to consider how the club's structure relates to the goals they set. For example, committees that have overlapping responsibilities can be consolidated or even eliminated. New committees may be needed for responsibilities or functions that aren't included in the activities of other clubs. A club should amend its bylaws to better reflect the club's organizational structure. In addition to ensuring that the club's committee structure reflects its goals, club leaders need to mobilize members. Encourage club leaders to take the following steps to achieve each goal:

- Outline specific actions needed to achieve this goal.
- Establish a time frame for each strategy.
- Determine who is responsible for implementing each step.
- Establish the criteria for measuring your progress and success.
- Consider the resources and tools that can help you to achieve your goal.
- Evaluate the success of each strategy to learn how to better achieve subsequent club goals.

Financial Management

Clubs are supported by contributions from individuals, the public, corporations, and government. We should strive to maintain the highest level of financial accountability at all times. Our commitment to our communities is to spend every dollar wisely and to keep our financial affairs open and above reproach. That is why we continue to maintain an annual audit, have two signing officers on cheques and it is recommend having your club treasurer bonded.

Meeting Protocol Guide

Kin Canada protocol is planning and carrying out meetings in accordance with commonly accepted standards of good manners, dignity, courtesy, and proper respect for all participants. This material is provided to you as a reminder of the protocol that clubs have been urged to follow when dignitaries, zone, district or national officers visit. Please refer to the Protocol Manual for additional information and best practices.

For whom and why?

During their term in office our Association's officers will make many official visits with the members, i.e. club installations, club visits, zone meetings and district conventions as part of their contribution to our Association. It should never be forgotten that they are volunteers as well. Here are a few suggestions to follow when you are arranging the program for the visiting dignitary; the same criteria can be used for non-Kin dignitaries as well.

All levels of the Association's officers incur out of pocket expenses which are not covered in any of the Zone, District or National Budgets. As such, it is not appropriate to ask visiting officers to purchase raffle tickets or other such items. They should also not be subjected to fines by the Sergeant-at-Arms. This is an additional cost to them as well as the fact that they may not be familiar with specific club customs and regulations.

Checklist:

- Send out invitation as soon as event date is set to allow for the invitee to arrange their schedule accordingly.
- Notify the visiting officer that you are aware of his/her impending visit to your club; at the same time re-state the specific dates.
- Notify all local members so as to have maximum attendance at any meetings the visitor will attend.
- Check to see if the visitor's spouse or a traveling companion will be coming as well.
- Make hotel reservations/arrange billets and notify guest of exact address and telephone number of his/her accommodation.
- Notify guest he/she will be met at the airport or hotel, whichever applies.
- Notify the hotel as to who will be responsible for the bill; this will save any embarrassment.
- If feasible, arranging for a fruit basket, bar set-up or snacks in the room is a nice touch. Advise the hotel that your guest is a VIP and they may upgrade the room for you.
- Arrange for all transportation while your guest is in town.
- As far ahead as possible, provide your guest with details on the club, zone or district so that he/she can familiarize him/herself with the facts, therefore contributing to his/her feeling of familiarity with his/her hosts.
- Arrange for a modest gift (researched if possible) for your guest and a token gift for his/her spouse, remembering that flowers do not transport well.
- Issue a dress code ahead of time so that your guest can be prepared.
- Offer your guest all the assistance necessary for his/her arrival, stay and departure from your town.

Special Members in club

Checklist A:

- New members, K-40s and K-ettes should be made to feel very welcome in your club.
- A good introduction of the member should be prepared by the member making the introduction. This special member should be treated as you would treat a guest in your own home.
- The president of the club is particularly responsible for assuring the special guest of a welcome, by chatting to the member prior to and at the conclusion of the meeting. This extra attention to detail will ultimately pay dividends.
- Always make sure your guests have terms, titles and club traditions explained to them as well as summary details of the projects being discussed on the agenda.

Checklist B-Life memberships:

- Life membership nights are the highlight of any Kin year. It is very important for the chairperson to realize that this will be the most special night in the recipient's Kin life. Every attention to detail must be made. It should take at least six weeks to organize every detail of the presentation.

Remember:

- To contact the recipient's family members (not necessarily the spouse) so that the family can be present.
- To contact former and present Kin members who have known the recipient, particularly those well known by the recipient.
- If the recipient has served on a district council, make sure members of that council are informed.
- It is nice to have the recipient's Kin sponsor do the first speech telling how the member became involved; this could be followed by more Kin friends reminiscing about the memories the member evokes. Try to make this humorous and entertaining if you can.
- Remember, this honour won't come again for your member. A little preparation now will ensure good memories for years to come.

Special Guest at Club/Zone/District meeting

Checklist:

- Be sure your guest has time on the agenda, i.e. 10 minutes, to speak and equal time to answer questions. Don't arrange for other speakers or time-consuming entertainment that will make for a long meeting.
- Have a host Kinsman or Kinette responsible for making your guest feel welcome, explaining some of the club's activities and making general introductions.
- Supply your guest, when feasible, with an adequate supply of drink tickets and make sure his/her meal payment is made prior to the meeting.
- Request a personal biography from your guest in order to make a detailed and personal introduction at the appropriate time.
- Never leave your guest sitting alone and perhaps feeling very uncomfortable.

Community Dignitaries at Special Events

Checklist:

- Have a host couple for each guest couple or single guest.
- Arrange for one of the host couples to open their home for cocktails prior to the event.
- Make sure that the host couple is fully reimbursed for their expenses.
- When the guest couples and their hosts arrive at the function, make sure that they are seated (one guest couple and one host couple) at as many tables as possible; this will eliminate all of the guests sitting at one table.
- Introduce the guests properly and make sure they are thanked for coming.

National President Touring Your District

Checklist:

- The governor(s) will make the arrangements in conjunction with the national president or his/her designate, with the assistance of the protocol officer, if need be.
- Payment for travel to the district is paid from the national budget, however; all other expenses will be met by the district (zone or club) entertaining the presidents.
- All hotel bills must be paid in advance or the bill sent to a pre-arranged address.
- Remember that they will be exhausted, so try to arrange a free afternoon so they will have the opportunity to rest.
- When making presentations, remember that perishable items do not travel well.
- You will know the tour dates well in advance of the tour; try to save special presentations or events until the president's visit so he/she will be able to participate.

ABOVE ALL, REMEMBER THAT A GOOD HOST IS A CARING AND THOUGHTFUL HOST WHO WILL ENSURE THE GUEST HAS AN ENJOYABLE VISIT THAT WILL LONG BE REMEMBERED.

Head table seating

The place of honour is that to the immediate right of the banquet chairperson and that place should be accorded to the dignitary primarily honoured on that occasion. Depending on the function, that person may be the national president, the governor or the deputy governor, or perhaps a very special guest speaker.

The banquet chairperson should be to the right of the podium so that the guest does not find him/herself with a wide space between him/herself and the chairperson. Couples may be seated side by side, but head table guests often prefer to be seated apart from their spouses to provide more opportunity for conversation with other guests.

Place cards will facilitate the seating plan and avoid the confusion of who will sit where. Head table guests should be escorted to the table rather than be allowed to find their own way. It is a nice touch to line them up outside the banquet room and lead them to the table.

At the very least, the banquet chairperson should escort the primary dignitary and his spouse to the table and assist them to find their proper places. Space at the head table is often limited; whenever possible, special reserved tables should be set up in front of the head table to accommodate special guests who should be recognized.

Head Table Seating without podium: The presiding officer or meeting chairman must always be seated at the most central portion of the head table when there is no central podium, shown as seat number one in the following (Figure 1). The principal speaker would occupy seat number two, then other Kin accordance with the general order of precedence. If possible, there should be seats to the right and left of the chairman or presiding officer. Essentially, the order is the same, only no podium.

Toasts

The toast to the Association should be given by the second highest-ranking Association officer present. The reply to the toast to the Association should be given by the highest-ranking officer present.

The “toast to the ladies” should be given by an experienced Kinsman. The reply to the “toast to the ladies” should be given by the highest-ranking Kinette officer present.

The toast to Canada to be given by a Kinsman or Kinette.

Club Leadership Plan

Kin Canada is a unique and complex organization. We change our leadership every year, we are located in every province, we represent every culture, race, creed, political affiliation, and every gender. We have survived and thrived over 80 year. And yet, each year, we change our leadership and expect great results.

The purpose of the Club Leadership Plan is to strengthen the club by providing the administrative framework of an effective club. The elements of an effective club are to:

- Sustain and/or increase its membership base
- Implement successful projects that address the needs of its community and country
- Develop leaders capable of serving in Kin Canada beyond the club level

To implement a Club Leadership Plan, current, incoming, and past club leaders should:

1. Develop a long-range plan that addresses the elements of an effective club.
2. Set annual goals in harmony with a club's long range plan.
3. Conduct club meetings that involve members in the planning process and keep them informed of the activities of Kin.
4. Ensure clear communication between the club, Deputy Governor, District Governor and Kin Canada.
5. Provide for continuity in leadership, including the concept of succession planning to ensure development of future leaders.
6. Amend bylaws to reflect the club committee structure and roles and responsibilities of club leaders.
7. Provide opportunities to increase fellowship among members of the club.

8. Ensure that every member is active in a club project or function.
9. Develop a comprehensive training plan that ensures
 - Club leaders attend zone & district training meetings
 - Orientation is consistently and regularly provided for new members
 - Ongoing educational opportunities are available for current members

Club leaders should implement the Club Leadership Plan in consultation with the Deputy Governor. The plan should be reviewed annually.

Signs of a Club President in Trouble

Before you can identify the cause of the problem, you must be able to identify the person with the problem. Here are nine signs that could indicate a club president in trouble:

1. Fights change – struggles to maintain the status quo, to defend what is, to oppose the new. Strives to repeat the past.
2. Becomes defensive – guards against attack of any kind. Wants not to be questioned or challenged. Never moves forward or sticks his/her neck out.
3. Has no team spirit – wants to do it all by himself/herself. Wants no suggestions, no criticism, and no help of any kind. Even help is a threat to him/her.
4. Lazy – He/she has arrived, is secure. Confident of presidency and its ability to carry him or her for the rest of the year.
5. Without imagination – cannot or will not think creatively. Refuses to reach out and stretch his/her mind to the broad horizons.
6. Won't take risk – does not enter into competition of any kind, to suggest a new product, a new system... these actions present hazards too great to bear.
7. Has a poor understanding of people –lacks the ability to listen and to hear his/her executive members. Can't be sympathetic or kind and, therefore, is rarely helpful to anybody.
8. Passes the buck – whether it's a minor mistake or a catastrophe, he/she can't or won't accept responsibility or even casual involvement in it. Usually the executive did it against his/her advice.
9. Offers too many excuses – has an excuse for everything and makes false promises. Some of the lines he/she gives you are:
 - I forgot
 - It's in the mail
 - I assumed
 - It's all taken care of
 - I didn't get the message
 - Don't worry about the details

When realizing a club president is in trouble, review goals and priorities with the president to make the needed adjustments. For your reference, a *"guide to club solutions"* is printed in the "Sidebars and Charts" Appendix".

Representing the Clubs

This competency enables the learner to:

- Understand representing the clubs of his/her zone in the operations of the District and the democracy process.
- Identify some of the questions a leader must ask of himself before proceeding without prior consensus or input.
- Develop an attitude of faithful representation of the entire group.
- Assess whether or not a decision can be agreed to without further group decision-making.

Supporting and Visiting Clubs

As a resource for your clubs, you play an important role by understanding the needs of each club and offering guidance. Encourage club leaders to use members within their own clubs as a resource to overcome challenges and achieve goals. Because you interact with a number of clubs, you have the benefit of observing a wide range of approaches to common club issues.

Share any insights or information that clubs can use to meet goals and overcome challenges. To support clubs:

- Be available and approachable.
- Visit clubs regularly; Communicate regularly with clubs via e-mail, telephone, or mail.
- Provide club leaders with the opportunity to give feedback about the quality of your assistance and support of their club.

Clubs Requiring Special Attention

The challenges that most clubs face can be addressed by club members. A smaller number of clubs, however, merit special attention from you and other district leaders. These clubs generally have the following characteristics:

- Low or declining membership
- Consistently low attendance rates
- Failure to meet the minimum standards established by Kin Canada's Board of Directors
- Failure to participate in training, conferences or conventions.

The purpose of club visitations could be summed up as follows:

1. to provide information on national, district and zone news and programs,
2. to ensure clubs are operating within the standards of Kin,
3. to educate, and
4. to motivate and inspire. As with many of the things we have discussed, the key to a successful visitation is preparation and planning.
5. Before you leave home to visit a club, review its file. Familiarize yourself with the names of the officers. Check prior visitation reports to be sure you know what items still need follow-up. Remember, the more you know of a club's people, history and problems, the more they will recognize you as somebody who cares about them.

When you travel, there are certain items you should be familiar with and carry with you at all times. It is highly recommended that you carry all of these in a briefcase. Put them in a three-ring binder or organizer or large brown envelope so that, when you open your briefcase, you can quickly obtain the items you are looking for. It doesn't make such a great impression if it takes you five minutes of rummaging through your briefcase to find a copy of the Outstanding Club Award form.

You are not expected to immediately rattle off the answer to every question that club members ask, but you are expected to know where to go to get the answers. If you carry the following items with you and are familiar with them, you can answer 95% of the questions before you leave the meeting that night

6. Items to bring along:
 - this handbook,
 - *Club President's Manual*,
 - the National *General Operating By-law No. 1 and Policies and Procedures*
 - a Kin Sales catalogue,
 - the file on the club you are visiting,
 - information on district/national reports, meeting, programs, etc.,
 - recent copies of KIN Magazine, and
 - basic information and materials on Kin Canada Bursaries program, awards program i.e., Maple Leaf of Distinction, GEM Award, Outstanding Club.

The following are some basic guidelines for visitations.

The Dos

1. Arrive at the meeting early, and be prepared to stay late. By arriving early, you will have a chance to talk with a number of the local members and get an idea of the attitude of the membership.
2. Plan to listen more than talk. Let the local officers and members tell you what they feel about district and national programs, what they feel their club is doing, and what they should be doing. You will learn more about the club and its members if you let the members do most of the talking.
3. Try to keep your conversation on your reason for being there – Kin activities. Don't be rude, but be firm and direct the conversation to business first. You can socialize after the meeting.

4. Dress appropriately.
5. After the meeting, get together with key officers and their president to review specific details and problems.
6. Of course, as in any Kin meeting, you should try to shake hands and have a word with each person in attendance.
7. Review with the club president your evaluation of the club and his/her conduct at the meeting. Point out those areas where you feel he/she could try to improve and offer your assistance in his/her efforts.

Visit each club regularly, during your visit:

- Provide the club with information about Kin Canada and district resources.
- Monitor club progress toward goals and suggest adjustments if needed to the strategies being used to achieve those goals.
- Suggest practical solutions to problems that challenge the club.
- Collect information about
 - Membership
 - Service projects
 - Participation and support of Kin publications
 - Other important club projects and functions
 - Attendance
 - Ongoing disputes, if any

Follow-up

These are some follow-up items that should be completed as soon as possible after the visitation.

1. Write to the club president thanking him or her for the hospitality shown to you, restating your recommendations and suggestions.
2. Complete and mail your visitation summary (if required). Be sure to send a copy of your summary to the club president and the district governor.
3. Send the material or take that action you promised the club. Your failure to fulfill these commitments will destroy the club's confidence in you.
4. Analyze your visit. Review how you were received, the problems you found, and what courses of action are planned to correct these problems. Serious or special problems should be discussed with your district governor.
5. One or two weeks after the visit, check with the club president on how the action you suggested is progressing.

Visitation Form

The Deputy Governor's Visitation form, found in the "DLS Tool Box" helps district leaders assess a club's effectiveness. This tool also provides an annual record of a club's progress for the district. You must submit a *copy* for each of your assigned clubs to the district governor. The form is largely organized around the elements of an effective club. Use it during your club visit to help measure a club's progress toward goals in these areas:

- Membership growth
- Implementation of successful service projects
- Support of Kin Canada's programs & services
- Development of future leaders

If challenges are identified, club leaders should work with the deputy governor to revise goals and identify strategies to achieve them. In addition to providing you and other district leaders with valuable information about a particular club, the form will provide the district with information on club trends for the entire district.

Reporting Forms to be received

These forms are some of the most important documents that our Association has. They are sent to the club executive from National Headquarters to obtain information about the club and its operations. Information requested includes the number of hours and dollars donated to the community and the addresses of the club executive for mailings.

Besides helping to assess membership fees, information from the membership fees billing form also helps in formulating membership statistics for the Association. The growth of each club can be charted and, if there is any significant decline in membership, steps can be taken to try to rectify the problem. Membership statistics are also of value to our Association's administrators to determine if their budgets and goals are in line with membership.

The membership fees billing forms are also accompanied clubs' rosters, showing members' information. If there are any errors in the addresses, they should be updated immediately, as these are used to send the members KIN Magazine and many district newspapers. You should stress in your newsletters that club presidents should carefully check over the address list, as wrong addresses can leave members uninformed and waste a great deal of time and money.

National Dues Billing

Clubs are assessed for their membership as of September 30 of each year. The dues billing is mailed to clubs by mid-October with payment due on or before November 15. The club can choose one of two options: pay the amount in full or choose to pay in installments. The dues billing is based on the national budget approved by the delegates who attend National Convention in August.

New Member's Registration Form

The new member registration form is of vital importance to our Association as this is the only way to add new members to the official club's roster at National Headquarters. When National receives a New Member Registration Form with payment for the New Member Registration/Kit, his or her New Member's Kit, including a standard name badge, is sent out as soon as possible, directly from our supplier.

Membership Status Report Form

This form is used to re-activate or de-activate a member; change member's information or change to Life Membership status. It's imperative that you make every effort to ensure the accuracy and completeness of this form since we use the information for various communication pieces from National to the individual members, including Kin Magazine print issues.

Membership Application Form

The membership application form replaced the Proposal for Membership form and is for the club's use only.

Annual Club Reporting Form

Clubs are requested to complete the club's Annual Club Reporting Form and return it to National Headquarters by June 15th each year. This form is used to obtain vital information about the club (i.e. incoming president, meeting days and time, service dollars raised, etc.) and some of this information is needed for the Association's Annual Report.

Annual Club Insurance Reporting Form

Clubs will receive the Annual Club Insurance Reporting Form from the National office in October. All clubs are required to complete and **return the form to National Headquarters by November 15th**.

This form is used to gather information regarding events, contracts and properties. The information will give our insurer's a picture of what they are insuring, it allows us to determine the kind of insurance that is required to properly insure kin events and it shows are insurer's that we have good risk management planning in place. The information gathered also helps the National office in determining the kind of research/information we need to provide clubs to ensure safe events.

National will provide each District with a Risk Management Update on a regular basis to inform the Governors and District Risk Managers of the status of their clubs in regards to meeting this requirement. This information is to be passed on the Deputy Governors for follow-up with their clubs.

Club Executive Seminar

The objective of the club executive seminar is to ensure that the executive members of the clubs in your zone are properly trained to perform their duties for the upcoming year. Consider for a moment what it would be like if you simply had to undertake your year as deputy governor without having the opportunity to participate in a district leadership seminar or a pre-term meeting. While some might say they could still manage, most would admit that the seminar is beneficial and necessary. The club executive seminar, then, is to a club executive what the district leadership seminar is to you.

It is your responsibility to ensure that the seminar is well prepared and presented and that as many club officers as possible attend.

1. Invite these officers of each club: president, vice-presidents, secretary, treasurer, bulletin editor, membership director and Risk manager.
2. Seminar dates are between June and late August. If club presidents are to be able to use the information contained in the seminar in planning for their year, it is imperative that the seminar be held before September.
3. Schedule the seminar, remembering to take into account the number of people who will be attending and the distance they will have to travel. Geographically, small zones may hold seminars in the evening, with larger zones looking toward a weekend date mutually agreeable to all participants.
4. Facility must be conducive to the holding of an educational seminar. Be aware of acoustics and lighting. It is desirable to have access to visual aids i.e. pc viewer hooked up to a computer with power point capabilities or overhead projector.
5. Seminar Format
 - Most executive seminars start with a joint meeting where district and national programs can be explained or emphasized; i.e. cystic fibrosis, HREF Kin Canada Bursaries, etc
 - You can also go over your goals and objectives for the year and present your ideas for a zone travel incentive.
 - This is also a time to explain and distribute some of the essential paperwork for the year, such as membership fees billing forms, FLC registration forms, membership programs, incorporation papers, insurance forms and district programs.
 - Break into groups and have separate workshops for club presidents, membership directors, bulletin editors, secretaries, risk managers and treasurers. Meeting in small groups allows time for a more detailed job description to be delivered and to discuss material that is specific to the job at hand.
 - NOTE: Try to line up knowledgeable Kinsmen and Kinettes to act as leaders for these seminars.

The balance of your agenda can be geared around guest speakers. You may have presentations regarding motivation tips, personal development ideas, recruitment methods and after-meeting entertainment. You could also get your clubs to share ideas on successful fundraising or service projects. The remainder of the day could be spent on fun and fellowship. A successful seminar will help ensure a more successful year for you and your clubs.

Planning and Agenda

You should send the letter of invitation or call letter to attend the zone executive seminar, as far in advance as possible. See Sample Letter in tool box. The following is an outline of a sample agenda for a club executive seminar. You can modify it to suit your needs.

1. Welcome
2. Introductions of zone executive, past deputy governor, presidents. The past deputy governor should be invited to assist you with your seminar. His/her assistance can prove very valuable in educating club officers. He/she can also handle several items which appear as his/her report.
3. Past Deputy Governor Report – on final district and national news.
 - general continuity items
 - protocol
 - expenses, invitations, etc.

4. District and National Programs and Convention Update
You will receive a point form outline of the proposed national program, and you may also wish to request same for your district's program. This will help you to briefly run through the proposed program. While this section should be informative, it should not be overly lengthy. Provide feedback from conventions when appropriate.

You should also encourage clubs to bring their club's copy of the Club President's Manual with them to the seminar. If they don't have one, or if parts are missing, it can be downloaded from the national web site. You should also make the handbook an integral part of your planning for the seminar. The same holds true for the people you ask to help you with the seminar. Remember, you cannot expect to run a useful and successful seminar without adequate preparation and review. Give this important duty all of the time it deserves. Make your seminar worth attending.

5. Your Programs and Goals for the year (newsletters, new clubs, web page etc.)
6. Education Club executive turnover: You should stress the importance of the outgoing and incoming executives getting together and incoming club executives getting together some time prior to the beginning of the new year.
 - meeting procedure
 - balanced programs
 - timing of adjournment
 - use of agendas
 - written reports
 - terms of reference
 - fun and seriousness
 - Importance of committee structure and executive decision making – see the Club President's Manual.
 - Committee appointments: An important point to mention in this section is that executive members should avoid serving as the chair of club committees. This allows more members to become involved and particularly newer members.
 - Membership Fees Billing Forms: You should stress the importance of completing these forms promptly and forwarding them to National Headquarters and the various other officers. You should review with the club the membership fees billing form time-table and stress the need for accuracy.
 - New member's seminars: It is recommended that a club hold a new members seminar within sixty days of a new member joining. You should make mention of the importance of having a new member being educated and involved.
7. Trophies and Awards
 - zone
 - district
 - national
8. Goals
 - Expansion of zone: new clubs, membership growth - new members and programs
 - You should try to impress upon the club officers the necessity for their commitment to a membership growth in the coming year. This involves both the growth of their own club as well as the chartering of new clubs. You should utilize information contained in other parts of this manual and give them as many ideas as they can to help them achieve solid membership growth.
 - Service
 - Interclub/visitations
9. Workshops/Round Table Discussions –
Separate for each office and should be led by one or two experts in each workshop, i.e.: past president, secretary, past district or zone officer, deputy governor, etc. Be sure Club President's Manuals are available for reference. Have the expert(s) prepare a list with you of best practices and duties for each workshop. You as Deputy Governor will facilitate the club president's workshop.
10. Workshop Review - full meeting, a 2-minute synopsis of each workshop, by a pre designated attendee.

The balance of your agenda can be geared around developing friendly competition among your presidents, motivation ideas, round table discussion, or just some good honest fun and fellowship. The main thing is for them to start the year working together as an executive.

If you anticipate having a number of club vice-presidents in attendance, you can either have them sit in on the presidents' session or structure a separate session for them specifically. The key to the success of your club executive seminar is your commitments to be well prepared and to ensure you have good leaders for the workshops. A successful seminar will help ensure a more successful year for you and your clubs.

District Meetings

You are expected to attend district meetings such as the district leadership seminar, district mid terms, and district conferences. These training meetings are intended to help clubs become more effective and increase Kin knowledge.

Pre-term Meeting

The pre-term meeting is held sometime between the district leadership seminar and late summer. In attendance will be the incoming deputy governors as well as members of the core district executive, including the vice-governor, secretary, treasurer, district co-coordinator, and the district directors.

The pre-term meeting officially starts your year as a district officer and has a dual purpose. One is to go over policies and procedures for the next Kin year, and the other is to share some fun and fellowship with your fellow district officers with whom you'll be closely working in the coming year.

A full day of informative and rewarding meetings is usually planned. The core executive will be presenting a draft budget as well as making suggestions for district programs and awards. Your input at these sessions is vital and will go a long way toward ensuring a successful Kin year. You are representing your zone at these meetings, and this is your opportunity to influence district and national policies.

Remember, district membership fees are set by the district budget, so make sure that the budget reflects the needs and wants of the members of your zone. Make sure that the district service projects are compatible with "Serving the Community's Greatest Need" and that proposed awards meet the needs of your members.

You should also come prepared to bring feedback about your zone to the district executive. Are there any clubs in trouble? Are there any potential charters in your zone? Do you need any help in bringing the charter about? What are the members saying about various programs? What needs to be changed?

Reports to be Written

During the course of the Kin year, you will be called upon to prepare a number of reports for district meetings. Although the requirements differ from district to district, the following will give you an outline of the kinds of things that will be required in your report. You may wish to ask your district governor to give you further details on what will be required in the report for your district.

Pre-term Meeting Report

Information required for this report will include:

- dates and locations of fall interclub and/or spring conference, including name of host club for each of these events,
- date and location of the zone executive seminar,
- names, addresses and phone numbers of the membership director for each club. These can be obtained at the zone executive seminar,
- report on the incorporation status of each club in the zone. (Each year, each club must file with the provincial government an annual information form setting out the names and addresses of the officers of the club). Phone numbers of the relevant provincial/territorial offices can be found in the Club President's Manual.
- new club expansion - respective areas for the formation of new clubs and the names of the clubs that will do the chartering,
- names, addresses and phone numbers of the zone cystic fibrosis or foundation representative,
- status of installations of the incoming executives for the clubs in the zone, and
- any special events taking place in the zone during the coming year.

In addition to the above, the pre-term meeting can be used to provide additional information that will be of use to you during your term in office. Ideas for recruitment and retention of members can be shared. The potential to increase the personal development aspects of Kin could be discussed.

A review of voting and parliamentary procedures could take place. You could also take part in a mock installation or problem visit to a club. Membership fees billing forms and membership status report forms could also be reviewed. These are your meetings. If you have any concerns regarding your zone, this is the time to voice them.

Fall Leadership Conference

The fall leadership conference (FLC) is a meeting of the district council, which is made up of the governor, vice-governor, the core district executive, the deputy governors and all club presidents. District By-Laws will determine the time for FLC.

The FLC serves three functions. First, it is held to conduct whatever district business and decision making is required. The final financial statement for the past district executive is usually presented at FLC, as is the final report of the previous year's district convention committee. .

In some districts, the FLC is considered a mini-convention for voting purposes, with each club having a certain number of delegates as determined by the national by-laws. The deputy governors are often asked to manage the credentials desk during the meeting, so you should be aware of who is and who is not an official delegate. As a district officer, you are considered a delegate-at-large and have the right to cast one vote. However, in practice, most votes on routine matters are simply by a show of hands of all members in attendance.

The main function of the FLC is to train club leaders and to offer personal development opportunities to the general membership. Seminars are conducted on relevant issues, such as district service projects, membership recruitment workshops, membership retention workshops, charter opportunities, and leadership skills. Much emphasis is focused upon the role of the president in the club. The FLC also provides a forum for clubs to exchange ideas on projects and discuss mutual problems. Finally, the FLC provides an opportunity for fellowship. There is generally some terrific entertainment provided.

Deputy Governors usually do not play a major role at FLC. The district executive council (district council without the club presidents) usually meets just before the FLC, and you may be called upon to update the executive council on the current status of your zone. Any concerns you have heard regarding national and district programs should be voiced at this time. You should also be prepared to provide a second report for the entire membership during the subsequent conference.

Your major role at the conference is to encourage as many club presidents and members from your zone to attend as possible. You should include a reminder about the meeting in your zone newsletter and follow up with a phone call to each club president. If the FLC is held early enough, you can save yourself a lot of time and worry by getting each president to bring his/her membership fees and membership fees billing form to the FLC.

You should also try to schedule a meeting with your club presidents sometime during the conference. This doesn't have to be very formal and could simply involve arranging for a special table during one of the lunches at the conference. This gives you an opportunity to update yourself on what is happening in your zone, and it gives the presidents a chance to voice any concerns they might have regarding the operation of their clubs or on district or national programs. Finally, as mentioned above, you may be required to man the credentials desk during the conference and should make sure you are aware of the regulations in your district.

Fall Leadership Conference Report

Information required for this report will include:

- an update on club activities during the summer,
- dates and locations of zone presidents' meetings for the year,
- how many clubs visited for your first official visit and when the first round of visits will be completed,
- report on membership expansion,
- report on charter expansions - Kinsmen and Kinette,
- report on fall interclub (if applicable),

- preliminary report on plans for spring conference,
- report on any prospective candidates for the office of deputy governor,
- report on how national and district programs are being implemented by the clubs in the zone, i.e. membership
- updated report on the incorporation status of each club in the zone, any clubs that did not file their returns to the government, and any special events taking place in the zone.

Mid-term Presidents' Meeting

The mid-term presidents' meeting is attended by the club presidents and chaired by the deputy governor. Other club members should be encouraged to attend particularly those who may be interested in becoming a club president. In addition, members of the zone executive, representatives of the vice-governor's committee or members of the district executive may be in attendance. The meeting should be scheduled sometime between December and late January and may take the format of a telephone or video conference call.

The prime purpose of the mid-term presidents' meeting is to give you an update on the current status of the clubs in your zone review of goals & club plans. You should get each president to give a report on how their fundraising and service projects are progressing, update status of membership program that was created in the membership workshop, and chart their progress toward potential award submissions. Zone service projects and sporting events could also be discussed, as could your progress toward any potential charter.

Suggested Mid-term Meeting Agenda

- Call to order
- O'Canada
- Kinsmen/Kinette/Kin Song
- Deputy governor's welcome
- Host/hostess remarks
- Presidents reports
- Zone conference presentations
- District convention presentation
- Vice-governor's committee presentation
- District representative's remarks
- Old business
- New business
- Announcements
- Adjournment
- Fellowship

These meetings give you an opportunity to discuss problems with the presidents that might otherwise not be discussed. You would encourage them to voice their concerns regarding district programs. If your meeting is held prior to the district mid-term meeting, you could then pass on these concerns to the district executive. Get the presidents to indicate if they are having any problems with the operations of their clubs. Other presidents may share in contributing ideas. However, caution should be taken to structure the meeting sufficiently to prevent too much discussion taking place without resolving any problems.

Encourage club participation and attendance at zone and district conventions. If you are aware of any resolutions that will be coming to the floor of your zone meeting, you might wish to explain the implications and background for the motion so that your presidents can report such information back to their clubs. This is also your opportunity to cultivate your potential replacement. Encourage your presidents to seek higher office. Zone, district and national award submissions should also be encouraged.

NOTE: This meeting may take the format of a telephone or video conference call involving all club presidents and the Deputy Governor.

Presidents' Round Table Meetings

As a deputy governor, you must realize that a local club is bound to have many meetings during the course of a month. Most clubs have two executive and two general membership meetings per month. In addition, committee level meetings also take a great deal of time from the local club leadership. Therefore, you must use discretion in calling meetings and must make every meeting meaningful for those who attend.

Presidents' round table meetings can be beneficial at different times of the year. These are generally meetings involving only the club presidents and the deputy governor. They can be called at any time, and certain topics will fit into the agenda for discussion. For example, at the first meeting, which would generally be held in the summer, the zone budget and the calendar for the different events being held throughout the year could be discussed. At another meeting, a major topic would be a zone project.

Presidents' round table meetings could also take the form of a workshop. These workshops could be held regarding new ideas for recruitment, fellowship, personal development or fundraising. Get the clubs which have increased membership to share their secrets of success. Who has new ideas for fellowship or personal development? Have any clubs developed new fundraising projects that other clubs could run?

Leadership skills could also be developed through workshops on methods to improve public speaking, volunteer management, motivational skills, parliamentary procedures, or time management. If your district has a foundation, perhaps time could be spent increasing the presidents' awareness of your foundation mandate or its operating procedures. Time could also be spent increasing knowledge regarding national programs, such as cystic fibrosis or "Raise-the-Flag!" Day. Additional workshop ideas follow:

- skills in chairing a meeting
- delegating duties
- channeling information
- avoiding/resolving conflicts
- running interesting and short meetings
- planning agendas, reports, etc.
- committee terms of reference
- executive decision-making
- membership planning

Mid-term Meeting Report

Information required for this report would include:

- number of members enrolled in the Maple Leaf of Distinction Award program, in the zone,
- number of members enrolled in the Founder's Award for Achievement in the zone,
- projecting the amount of money being raised by the clubs in the zone for the district service project for the current year,
- report on zone membership as of Dec. 31, including a notation of any club experiencing membership difficulties,
- report on new club expansion,
- report on plans for spring conference,
- report on prospective candidates for the office of deputy governor, vice-governor or national vice-president,
- report on club visitations for your official deputy governor visit,
- report on items of interest coming from zone presidents' meetings,
- report on prospective bids for district convention,

Zone Conferences

A zone conference is essentially the annual business meeting of your zone. Holding a zone conference gives clubs an opportunity to discuss matters that pertain to the operation of the zone, such as conducting zone service projects, holding zone sporting events or changing zone policy. The zone conference allows members who are unable to attend a district or national convention the chance to voice their concerns to representatives who will have the opportunity to attend these conferences.

It also offers a forum for the zone speakers' competition and provides the opportunity to distribute various zone awards. It is also the venue for the election of the new deputy governor.

Most zones hold a joint meeting that both Kinsmen and Kinettes attend but also include time on the agenda for both groups to meet separately. Each separate meeting is chaired by the respective deputy governor. Parliamentary rules of order should be in effect, and members should be encouraged to stand and be recognized by the chair before speaking on matters. If you are unsure of proper procedure, consult the section in the skills manual on how to run a meeting.

District By-Laws will determine when zone conferences must be held, but you have some latitude in selecting the actual date. However, you need to get approval from your district executive before proceeding with the timing of the conference. The location of the zone meeting is usually predetermined through the use of a bidding system or on a rotational basis.

When planning your zone conference, you should work closely with the host club to ensure that the facilities, food, and fellowship are well planned. Make sure they know what your requirements are for a meeting room and for audio-visual equipment. It is always good to have one or more meetings with them prior to the conference so that everything is ironed out well in advance of the meeting and nothing is left to chance. It is best to outline your needs in writing so that a permanent record is kept and they have something to refer to, should confusion arise at a later date.

Try to have a theme for the conference, and plan your agenda so that there is something meaningful for everyone who attends. You may wish to consider asking each club to suggest topics for discussion or suggestions for the business meetings. Clubs having constitutional changes that they would like to see adopted should use the forum of the zone conference to discuss their ideas. In order to have their concerns on the official agenda, they should forward them to you at least 30 days prior to the conference.

When planning your agenda, acquaint yourself with the minutes of past zone meetings to ensure there was no leftover business from the previous year that needs to be dealt with at your meeting. If time permits, try to provide some type of personal development on the agenda through a workshop, video presentation, or handout of printed material. Also, ensure that you allow some time on the program for fun and fellowship.

Prior to the conference (see District House Rules for timing), forward a copy of your proposed agenda and budget to the district executive. Your official call to the zone conference, together with a copy of the agenda and any resolutions, should be sent to each club in the zone prior to the meeting. In your letter, encourage each club president to bring representation from their executive to the meeting. The training benefits that stem from these meetings can be invaluable.

Ask each club president to submit a report for the meeting in writing. Specify in your request what you would like to see in the report (i.e. membership statistics, projects, participation in district and national programs, upcoming functions, special anniversaries, or names of award winners). Consider binding these reports into a brochure that could be circulated prior to the meeting and then just have the highlights brought out at the meeting. Encourage each club to have at least one joke for the meeting.

Review the voting procedures for your zone prior to the meeting. Each club attending a zone conference has a set number of votes depending on its size. This number of votes is determined by our national operating by-law. There are also a certain number of delegates-at-large who also have one vote each. Make sure you know who these people are.

You will need to appoint a secretary to record the minutes of your meeting, a rules of order chair to arbitrate any disputes that may arise, and a sergeant-at-arms to maintain order. Also, arrange for the retrieval and necessary engraving of any zone trophies that will be presented during the meeting.

On the day of the meeting, it is advisable to arrive early to ensure all necessary arrangements have been made and the meeting room is set up to your satisfaction. Make sure arrangements have been made to properly look after any guest speakers or district officers that will be in attendance. During the meeting, stick to your agenda as much as possible, and proceed in an orderly fashion from one order of business to the next. Allow reasonable time for debate, but do not allow the meeting to drag just to satisfy the desires of a small minority.

Following the meeting, remember to send a thank-you note to the host club for their efforts on your behalf. In addition, you need to forward a copy of the minutes to your district executive and to each club in the zone within 30 days of the conference.

Zone Conferences – Things to remember

- Mail clubs an official call 45 days prior to the event with the date, location, cost, time and theme, if applicable.
- If any clubs have submitted resolutions, they must be circulated to the other clubs as well.
- Outline the day's agenda along with any other details clubs will need to know.
- Request a joke from every club to keep your meeting interesting.
- Remember to request your presidents' reports on their club activities. Always give yourself a few days extra if you are setting a deadline for them.
- If time permits, try to provide some type of personal development through a workshop, video presentation or handout of printed material.
- Appoint a secretary for each portion of your meetings and also a rules of order chair.
- Most importantly, work closely with the president of your host club. Ensure some sort of fellowship is included in the day's events.
- Remember to send your governor a written invitation and reserve 15-20 minutes on your agenda for his/her report.
- Copies of the minutes from your business session should be forwarded to club presidents within six weeks. Your governor will also require a copy of all zone minutes.

Suggested Zone Conference Agenda

- Call meeting to order
- O'Canada
- Kinsmen/Kinette/Kin Song
- Appointments: rules of order
 - secretary
 - sergeant-at-arms
- Introductions: head table
 - special guests
 - club presidents
 - past officers
- Chair's remarks
- Speaking competition
- Minutes of past zone conferences
- Resolutions
- Presidents' reports
- Deputy governor's report
- District representative's remarks
- Old business
- New business
- Nominations report
- Presentation of bids for next zone conference
- Election of site for next zone conference
- Presentations of candidates for deputy governor
- Election of deputy governor
 - speakers
 - attendance
 - participation
 - efficiency
- Remarks of deputy governor
- Sergeant-at-Arms report
- Host club final remarks
- Deputy governor's final remarks
- Adjournment

This is a suggested agenda only. Different zones and districts have different formats. The important thing is to have an agenda and have it circulated in advance. Some districts have delegations for convention presentations, candidates for offices, etc., who travel to their zone conferences. These groups are generally put on the floor as soon as feasibly possible after they arrive.

District Convention

The most important meeting held in a district in any given year is its annual district convention. The location of the convention varies from year to year and is usually bid on by clubs at least two years in advance. According to our general operating by-law, the convention must be held before June 27th.

The district executive council (district council without the club presidents) usually meets just before the district convention for its annual business meeting. You may be called upon to update the executive council on the current status of your zone. Any concerns you have heard regarding national and district programs should be voiced at this time. You should also be prepared to provide a second report for the entire membership during the subsequent convention. Resolutions may be reviewed at this time as well.

The actual district convention serves four functions. First, it is held to conduct whatever district business and decision making is required. A major highlight is the election of the vice-governor. In addition, the yearly budget is presented as is the final report of the previous year's fall leadership committee. Various resolutions may also be dealt with, including those relating to changes in the district by-laws or the National General Operating By-law.

Each club has a certain number of delegates determined by its size. The deputy governors are often asked to man the credentials desk during the meeting, so you should be aware of who is and who is not an official delegate. As a district officer, you are considered a delegate-at-large and have the right to cast one vote.

The second function of the district convention is to train club leaders. The vice governor's committee usually holds a president-elect school where newly elected club presidents are schooled on district and national programs as well as given pointers on how to successfully lead their club. As a zone leader, you should make a special effort to encourage your newly elected club presidents to attend. You should include a reminder about the meeting in your zone newsletter and follow up with a phone call to each club president.

The third function of the convention is to reward particularly successful individuals and clubs by presenting them with one of the many district awards. A highlight for most attendees is the public speaking competition. In addition, the senior and junior bulletin awards, the service award, the visitation award, and the membership expansion award. Most trophy winners go on to compete at the national level.

Finally, district convention provides an opportunity for fellowship!

District Convention Report

Information required for this report would include:

- membership, census for each club as of March 31, together with the net increase or decrease, report on new club expansion,
- updated report on club participation with national and district programs,
- report on spring conference, including name of newly-elected deputy governor and winners of zone awards.
- update of the projection of money being raised by the clubs in the zone for district service project.

National Convention

The national convention is held every year between Aug. 15 and Aug. 31. Your district has the opportunity to host the national convention. Many zone officers try to attend the national convention at the conclusion of their term in office. However, it may be more beneficial to consider attending the convention prior to your term in office so that you can be educated in national programs and policies. In addition, there is much fun and fellowship at these meetings and you are encouraged to take your family along for a holiday.

A national convention is similar to a district convention, as it conducts meetings for both Kinsmen and Kinettes. The national convention is the Supreme Court as far as the National General Operating By-Law is concerned, and it is here that amendments to them are heard. This is also where the national budget is approved. Another important part of the convention is the election of the national vice-presidents. In addition, many national awards are presented, such as the public speaking competition, service awards, etc.

As deputy governor, you should encourage all of your clubs to send at least one delegate to national convention. For those clubs that won't be represented in person, you should strongly encourage them to formally proxy their votes to someone else (as outlined in the national Operating General by-laws). Remember that, if you are carrying votes of a number of clubs in your zone, you have an obligation to represent their views when casting these votes, so don't let your personal viewpoint get in the way of the best interests of your zone. Members of a district will usually caucus prior to major votes to determine the feeling of the majority and to help advise the governor on how to cast the proxy votes they are carrying.

Attendance at a national convention is an inspiring and educational experience. If you only have the opportunity to go to one convention try to make it during your year as zone leader.

Communications

One important area that tends to be overlooked, especially in volunteer organizations, is written communications in the form of letters, memos, and reports. Written communication is necessary to follow up oral conversation and reinforce what was discussed. This area is vital because it eliminates leaving matters to memory as is usually done in the case of oral communication.

The main drawback of written communication is that it takes time to sit down and write letters and memos following conversations; however, to be effective, you should never rely on oral messages. Often, messages may be received orally, but the mind does not retain all of the information. This is where a written letter or note would be helpful in ensuring the receiver will not overlook any details or forget anything.

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Verbal

Throughout your year as zone leader, you will have many opportunities to give speeches. Don't let this throw you. All an effective speaker has to do is know the subject matter and present it in an organized fashion. Speak from experience and speak from your heart. And above all, be prepared.

The situations where you will likely have to present a formal speech include installations, visitations, club executive seminars, and zone meetings.

The biggest challenge most people have when they must give a speech is deciding what to talk about. Always look on these speeches as an opportunity to educate and motivate. Try to say something in the five or 10 minutes that you have available that will leave a lasting impression on your audience. Praise the accomplishments of the local club. Show how these accomplishments fulfill the message in the district or national slogan. Challenge the club to do more.

Time your speech to fit your audience. Don't waste their time. Open and close on time. Find out prior to the meeting how much time the club president has allotted for you. Make sure your talk has an impressive opening and a sound conclusion. You may find it useful to read the material in the skills manual on the makings of a good speech.

Zone leaders are often asked to deliver a reply to a Toast to the Association or to the ladies. Be prepared. If you have been asked before hand, find out who is giving the toast and ask them to give you a brief outline of it. Make an effort to reinforce the major points made by the speaker in your reply.

Most toasters will dwell on service, fellowship, and fundraising. If possible, take these points and relate them to local club accomplishments (i.e. "John talked about the ability of Kinsmen to raise funds for their community and I saw several examples of what you have done for this community as I drove through town. You must all be very proud of your part in providing this town with its ice rink and swimming pool."). You might also try to fit the national or district theme into your reply as a way of focusing attention on it. Finally, thank the speaker for his toast and sit down. Your reply should be no longer than five minutes.

If you need assistance in writing a toast or reply, your local library is an excellent source of books on this subject. Also see sample toast and reply in Sidebars and Charts Appendix.

Written - Formal Letters and Email

Formal letters are written to make requests, answer questions, reply to requests or any message where a permanent copy should be kept. Requests to the Association would always be made in a formal letter and file copies kept. In addition, a formal letter should be sent when dealing with a specific problem with a club.

It is important that you send carbon copies to the district executive when issuing any correspondence to your clubs that is of an important nature. You do not need to send a copy of a thank-you letter but you should send a copy of a letter that deals with a club problem.

When you receive an invitation to visit a club, reply as promptly as possible and, if possible, inform the club of any costs you will incur to attend. A thank-you note to the club following the event is always appreciated.

A word processing package on a personal computer is useful for writing letters and maintaining them on file. Some form letters that you may wish to draft and maintain on file include: congratulatory letters to club presidents introducing yourself and setting up lines of communication for the coming year; congratulatory letters to winners of Maple Leaf of Distinction Award; Founder's Award, GEM Awards or Life memberships; welcoming letter to new members of our Association.

E-mail

It is reported that well over 20 million workers are connected by e-mail networks in the world today and that number is growing rapidly. E-mail has become a major and primary means of personal communication. Leaders know that email can be an effective or destructive tool to correspond depending on how wisely it is used. Mastering this modern technology is a real advantage for those who learn how to glean the best from it, and it can dramatically increase our productivity. Here are some effective ways a leader can efficiently use e-mail communication and avoid its abuse.

Don't forget that what you communicate is in writing.

Remember that e-mail can be a form of permanent communication. Because it is electronic, it can also be retrieved much more quickly and easily than mere paper generated communication. Never assume that what you write in an e-mail will not be read by others aside from the intended party. Just because you may forget about it, doesn't mean it won't surface again at a later date. Be aware of this potential and be careful what you say! Don't leave a permanent message in writing that is better said in person or on the telephone.

Watch your tone and your wording more than ever.

E-mail has a way of coming across to the reader more sternly or strongly than originally intended by the sender. For example, sarcasm can be perceived as extremely offensive. Don't type all your words in capital letters or use fragmented incomplete sentences. Also, avoid words that appear to contradict your message. One example of this is usage of the word "but". If you say, "I totally agree with your thoughts, but I also feel..." will make the reader wonder if you totally agree with them or not! In this case it is better to replace the word "but" with "and". Setting a positive tone and carefully choosing the right wording will make your communication more effective and persuasive.

Use email only when appropriate to use.

Some managers find e-mail communication so convenient they have forgotten to use common sense! Don't do or say things in e-mail as an excuse to hide behind your computer terminal. E-mail is not the proper forum for disciplinary actions, performance reviews or obscene joke telling. It is not a replacement for "management by walking around" or having personal contact with others. There are many things that are only suitable to carry out in person. Many other actions are only really effective when communicated "one-on-one", like personally questioning an important decision.

Take your communication to the next level.

Leaders know that it is usually the small things they do and say that make a big difference. It is the quick "thank you" card or short complimentary memo that can leave a deep impression by showing you care and appreciate others. In the past, this involved a lot of time. It required the purchase of individual cards, time to handwrite a few vital words, an envelope and often a postage stamp. Because this was a multi-step process, it was seldom performed. However, with the advent of e-mail it is now an easy one step process to send a quick note of thanks or appreciation electronically! What used to take many minutes to do can now take a few seconds! Use e-mail to expand your ways to encourage and motivate others more often.

The modern use of e-mail can make a leader's role far more productive if used properly. Take the time to learn all of the benefits and features of your e-mail software. It can make many tasks that were previously time consuming and redundant, far more enjoyable and interesting.

E-mail is almost like talking. We use it so much that we don't really think about it. But there are rules and courtesies, just as there are with talking. And there are other considerations involved in communicating by written word only. Giving them some additional thought could make your e-mail experience more satisfying and your recipients much happier.

Confidentiality

When part of a board or executive, e-mails are encompassed by the same confidentiality rules as all discussions that the group participates in. Consider a disclaimer at the beginning of all e-mails to remind recipients of this confidentiality. Clearly mark CONFIDENTIAL in both the subject line and the e-mail itself if you intend it to be treated as such.

Best Practices

- 24 hour rule - When receiving a controversial or intense e-mail, write your reply, save it as a draft, edit it 24 hours later and then send if it is still appropriate. Consider having someone else edit your e-mail.
- Save your drafts as Word documents rather than in your e-mail system, this will prevent unsent messages from being inadvertently sent.
- Is e-mail the best way to achieve results? Telephone calls or face to face communications can often obtain desired outcome more quickly without misunderstandings.
- Make sure your subject line is clear enough to help people decide whether to read the e-mail now or later. We're all busy. Your correspondent will appreciate your thoughtfulness.
- Indicate whether or not there is an attachment in your e-mail.
- Cover the most important points in your e-mail first.
- Keep your message short – this is especially important for those who receive their e-mails while traveling. If your e-mail is more than two paragraphs, many feel it is better to attach the message as a Word document. Where practical, maybe you should use the telephone.
- Send e-mails only to those who will need the information for their work or project. The reply all feature can be a time consuming irritant.
- Resist using "chained" e-mails and replying to a message continuously; it uses up server space and time in downloading.
- Advise recipients if you intend to interpret "no response" as a "nil response".
- Advise when a reply is required. Thank you replies should be used only in special circumstances.
- Clearly identify the title of each attachment.
- When receiving e-mails, if you are **cc'd** it is for **For Your Information Only** and a reply is not expected unless specifically requested. If your name is in the To: box your response is desired.
- Avoid the 'send to all in your mailbox' function; it degrades the importance of your message.
- If you require an immediate response (72 hours or less), use an alternative method of communication.
- **DON'T USE ALL UPPERCASE!** Capitals and red text indicate strong emotions and could be interpreted incorrectly. Go easy on the exclamation marks, too. Overuse dulls their effectiveness.

- Consider advising the sender when forwarding their e-mail to someone they did not copy.
- Consider alternative communication styles if the subject is sensitive. E-mails are public domain over which you have no control after they are sent and there are viruses that will disseminate copied information randomly.

Common Pitfalls

- **Thinking you are anonymous.** If you set up another Web address you might think no one will be able to figure out that the e-mail came from you. Think again. E-mail contains invisible information about the sender.
- **Sending e-mail to the wrong person.** Today's e-mail programs want to make it easy to send e-mail. This means that when you start typing the address of a recipient to whom you have previously sent mail, the "To:" field may already be populated. Be careful. Always double-check the recipient is the intended one.
- **Clicking "Send" too fast.** Reread every e-mail before you send it! Watch for misspellings and missing words. Don't depend on the spell-checker. It will catch misspellings. But if you use "four" instead of "for," or "your" for "you're," it won't tell you. It also is not likely to catch any missing words in a sentence that you inadvertently failed to include. So take a minute and reread your text.
- **Forgetting the attachment.** This seems obvious, but happens often. Since we all do it occasionally, it shouldn't be a huge deal. When you get ready to send your e-mail, think: "What am I forgetting?" Alternatively, when you start an e-mail that will have an attachment, attach the file BEFORE you compose the e-mail message. That way it won't get overlooked once you get lost in thought on your message.
- **Not "filing" your emails.** You can separate emails by having them go into folders specified by sender, subject etc. If you get many emails you can then deal with the ones that you feel are most important first.

Newsletters

Why have a zone newsletter? This may be an appropriate question, especially in view of the fact that your district sends out regular mailings to clubs, as does the national office. But never overlook the importance of this means of communication. It is so important, in fact, that we have separated this topic from the other category of written communication in order to place appropriate emphasis on it.

A zone newsletter can be a very meaningful tool to use. Publish one at least every two months. It provides reinforcement of those items previously announced, and repetition has never hurt anyone. You should strive to have your zone newsletter published in club bulletins and tailor the information for the use of all members. Care must be taken to thoroughly think over the contents of the newsletter before it is published. Here are some ideas regarding the use of newsletters:

Quality and Content

In the case of a zone newsletter, the content is much more meaningful than the quality. Use whatever means you have at your disposal to publish the newsletter. The idea is to get the information to your clubs and not to win any prizes for style or format.

Include in your newsletter a regular format, so the reader will become familiar with it and identify it as being yours. A good title should be selected and used for each issue. You should number and date your newsletters to show regularity. Include in each issue items such as a message from you, calendar of upcoming events, and short report of what each club is doing during the month, deadline dates, and ideas regarding club management or projects. Articles on zone events, future and past should also be included. Recognize those individuals in the zone who are doing super jobs, whether they are club presidents or committee chairs. Do not be afraid of repeating information, but be sure that the facts are correct.

Circulation

Copies of your newsletters should be sent to as many club officers as possible by either email or regular mail if your budget permits. The more people who read your newsletters, the better informed your clubs will be. As well, send copies to your district governor and bulletin editor, Kin Magazine editor, executive director, and the national president. Mailing labels can be easily made up to speed up addressing. Self-mailing newsletters can eliminate the cost of envelopes. Mail your newsletters. Don't rely on hand delivery since your newsletters may be filed in a briefcase and never seen again. How can your newsletter help you?

Here are just a few ways:

- by passing on information in print to your clubs,
- by providing motivation through deputy governor's messages,
- by providing a written reminder of all coming events,
- as an instant means of communicating with leaders, even during busy periods. (Often, the receipt of a regular newsletter or written communication will provide the impression that you are on the ball more than your being at club meetings or calling the president), and
- maintaining morale and pride of the zone by giving the clubs a regular account of district and zone news

Sample topics for your newsletter

- zone officer reports
- reminders about membership fees
- zone budget
- reminder about specific duties to district and national (i.e.: promote Kin Canada bursaries)
- reminder regarding upcoming meetings
- club achievements
- district and national programs
- highlight and welcome new members
- award winners
- successful projects
- fellowship ideas

Membership

Over the years our Association has had an impressive array of members, from Prime Minister John Diefenbaker to Governor General Ray Hnatyshyn and more. Members of your club can probably name several people who have used what they have learned in Kin to become community leaders. The dream of Founder Hal Rogers started with an idea that spread to a current membership in the thousands. Since 1920, literally hundreds of thousands of Canadians have been touched by the spirit of Kin when asked to join our great Association.

This year will be no exception to the rule. Each and every member of your club, zone and district can take responsibility for membership by simply asking someone out to their next club meeting. Keeping our organization healthy and growing comes down to two things: having pride in Kin, and asking others to join.

There's no question our Association faces certain challenges as we head towards the future. Each and every North American service club is facing a decrease in membership. This might be the rule, but Kinsmen and Kinettes can easily be the exception.

Increasing membership is a three-part process. We must keep the valuable members that we have, find new ones, and create new clubs. It will be your responsibility to work with your zone membership director or district membership director to ensure that clubs needing help in any of these areas are given the proper tools to get back on the right track. To this end, two seminars are available – "KINecting to the Future – Build It and They Will Come" and "Every Member Is Important." Fundamental to the success of these workshops is that the end result is a plan, tailor-made for every club in our Association. A good facilitator and resource person in your district can present either of these seminars for your club. You might find it will help stimulate membership discussion and enthusiasm.

If chartering is of interest to your club, contact National Headquarters at 1-800-742-5546, ext. 201 for the most up-to-date charter information for your community. Work with your club membership directors to ensure that membership is more than a "per cent of members at the meeting." Help the CMDs put together a strong team to interest the rest of their clubs in the important activity of keeping and finding members.

Below you will find some basic tools and approaches you can use to help clubs stimulate membership growth. It includes planning for attrition through a membership budget, basic techniques for recruiting new members, and helpful hints in creating an environment that facilitates membership retention.

This section also deals with the development of a membership budget and basic recruiting fundamentals.

Budget

Members come and members go; this is an accepted part of volunteering. How can you get the clubs in your zone to project their losses over the year and consequently realize how many members they must recruit in order to grow? One way is to follow a simple mathematical equation known as a membership budget.

To reach a goal, you need a plan and in the area of membership, you need a plan that can be followed closely and be easily understood. The membership workshops will assist the clubs to develop a plan; the membership budget will ensure they are working with the correct numbers. Whether it is for service or general accounts, every club has two or more budgets. Why then, not apply the same technique to membership planning, as used in financial planning? By having a written membership plan, clubs will be better able to monitor their progress throughout the Kin year.

In the past, many clubs have set a goal of growing by one or two members but have often forgotten to take into account the loss of members. The membership budget, however, takes this loss of members into account. For a club to increase its membership, it should first set an expansion goal for the year, such as five over the last year end census figure. As mentioned previously, the club must also take into account that they are going to lose members during the year because of withdrawals and transfers. This is referred to as "attrition" and we know from experience that the average rate of attrition for a club is about 25%.

As an example, let's say a club has 20 members as of June 30, and the club executive sets an expansion goal for the new year of five per cent (or one member). The goal then is to have 21 members by the next year end census. Let's also say that they are going to have a 25% attrition rate (or in this case, a loss of five members). Thus, in addition to the one member by which they want to grow, they must also get five new members to replace the 25% who may leave during the year. This means they will need six new members to meet their goal of 21 members by census year end.

By encouraging your clubs to use a membership budget, you will help ensure that they are thinking about club membership growth all year long rather than only at the last minute in February. The following is the outline that was promised earlier in this section. Use it and modify or expand it as you see fit. This is not the only way that membership recruitment can be discussed, but it is one of the ways that works.

The following is an example of how a membership budget would work:

current membership.....	40
planned growth (10% over census)	4
anticipated loss (25%).....	10
new members required to reach	
census year end goal of 44 members	14

Recruitment Techniques

How do you ask someone to join our organization? Do you know? Do your members know? Below is a simple method of one-on-one recruiting. This system is easy to use and can be molded to fit the personality of the recruiter.

Use these five steps to recruiting as the script for a seminar at your next zone meeting or in a club visitation. Allow approximately 45 minutes for this form. Open up by asking the question, "How do you recruit someone?" Explain how this is a proven system of recruiting. Then explain each step and demonstrate how you would handle each one. After the members understand each step, call forward two people; one will be the recruiter and the other will be the prospect. Have them role-play the complete scenario. Then critique their effectiveness and repeat the process with another pair of members.

This exercise can be fun, and the members will be more confident now that they know how to ask someone to join Kinsmen or Kinettes.

A. Introduction – Tell the prospect who you are, who you are with, and something about what you are doing. Example: Hi! My name is Jane Anybody. I am with the Kinette Club of Ourtown. I would like to take just a minute of your time to tell you about Kinettes.

B. Personal information – Ask the prospect several questions about his/her work, family, hobbies, etc. You will use the information from this section later in your presentation. Example: Do you live here in Ourtown? Where do you work? Do you have a family? What do you like to do in your spare time?

C. Kin information – Find out what he/she knows about Kinsmen/Kinettes. Then, using what you learned about him/her in Step 2, tell him/her about Kin. Try to make this section brief. Tell him/her what you can in less than two minutes. Example: Have you heard about Kin? Well, we are an all-Canadian young person's service club. Our goal is to provide fellowship and serve our community's greatest need through community involvement projects.

For example, Betty, you mentioned you have two boys. Do they play hockey? Well, our Kinsmen club sponsors the peewee hockey program here in town. I'm sure you can see the benefit to the community from this project, but another benefit from this program is the experience and growth our members receive from being involved in the various aspects of this project.

D. Prospect agreeing – In this section, you are preparing the prospect for the close. You want to establish a positive, or yes attitude. You can do this by asking several questions with obvious positive answers. Example: Dale, I am sure you will agree that there are some things that could be done to make our town a better place to raise a family. He would most likely agree that young people are one of the greatest resources our town has.

E. Close – By now your prospect should be sold on Kin. All that is left is signing him/her up, and you can't do that without asking him/her out to a meeting. Example: This is what Kinsmen are doing. We are taking the greatest resource our town has and putting it to work, making this a better place to work and raise a family. All it takes for you to get involved is to come out to a meeting. Or: Dale, I need your address and phone number. Would you fill this out? (Hand him an application form). Now, can I expect to see you at our next meeting?

At this point, your prospect may have an objection to joining. You should be prepared to counter his/her objection. Some you will hear include, "I don't have the time," "I'm busy next week," and "I can't come to your next meeting."

Should he/she give you excuses for not joining, counter them with something like this: "When will you be free?" "There's no rush, I'll call you in a couple of weeks," etc. As an additional step, offer to pick him/her up to take to your next meeting. This system will work for you and your members, but only if you will share it with them. When was the last time your club had more Kinsmen/Kinettes at a project than you needed?

Environment for Retention

Members join Kin for a variety of reasons and, presumably, will remain as members as long as the club is fulfilling a need or useful purpose in their lives. Some of the basic reasons frequently given for joining are:

- fellowship;
- community service;
- personal development;
- networking;
- social life;
- new friends;
- awareness of community needs.

The retention seminar will expand this list and customize it to a particular club and its members. The next step is to examine the list and assess whether the club is meeting these needs. Could changes be made to better satisfy the members' needs? What are those changes?

The retention seminar is a tool for continuous improvement, designed to encourage the stakeholders (members) to evaluate the club and seek ways to make it better based on the members' input and needs.

For the Future

The Kin family will continue to exist and thrive only if attention is paid to the challenge of reversing the membership decline. Please utilize the two workshops to assist the clubs in your zone to not only talk about growing but to set a plan of action to achieve growth.

Your work is not ended with the completion of the workshop. By following up with the club at a second visit, or even by phone, fax or letter, you will display the leadership necessary to help each club in your zone spread the gift of Kin to the people of their community. Good luck – the future of Kin is in your hands.

It is submitted that the retention of current members is every bit as important as acquiring new members. "A member saved, is a member earned." In fact, a current, active member is more valuable than a new member, who may never attend a meeting, or who may drop out after only a few meetings. An added benefit is that focusing on creating an environment conducive to retaining members, will also aid in attracting new members.

Let's track down the Prodigal Sons and Daughters and celebrate their return every bit as much as we celebrate a New Member!

Membership Development

Membership development is comprised of three components: recruitment of new members, retention of existing members, and the organization of new clubs (extension). To attract more community minded people to accept membership in clubs and reduce losses in club membership, clubs should make full and purposeful use of the existing provisions for internal extension; maintain and enhance the services to their communities; and take action which will effectively involve and hold the interest of individual members.

The following are considered major factors in achieving positive growth in membership:

1. pre-eminently, strong sustained leadership encouragement and support;
2. a well-designed program for new members that includes orientation, induction and, most important, assimilation into or involvement in club activities;
3. suitable competition among and recognition for sponsors of new members;
4. retention of existing members with suitable recognition of growing clubs and growth within zones by the president and deputy governors each year;
5. reasonable costs of membership; and adequate and attractive publicity for Kin that stresses both Kin's Community service and the benefits of Kin Canada club membership to Kin members and their families.

As a means of attracting additional qualified persons to accept membership in Kin Canada clubs and of reducing losses in membership, clubs should:

1. make full and purposeful use of the existing provisions for membership growth;
2. keep their services to their communities fully attuned to their needs, and strive constantly to make them more meaningful;
3. take club action which will effectively involve and hold the interest of each individual member.

Further:

1. each club needs to examine its membership growth patterns, consider whether it is satisfied with its achievements, then take steps to achieve sound growth;
2. deputy governors and others should work with clubs that need assistance in achieving better growth and address the reasons for lack of membership growth;
3. when a Kin member resigns from a club due to a change in residence or employment, the former club may recommend such person for membership in one or more clubs in the new community. Clubs in the new community should take the initiative to contact such former Kin and assess whether such former member is interested in club membership.

In order for a club to be fully relevant and responsive to its community, it is important and necessary that the club include in its membership all fully qualified prospective members located within its locality. It is inappropriate and inconsistent with the principles of Kin for any club to establish arbitrary limits on the number of members in the club or to fail to increase its membership as a result of apathy or lack of information or understanding as to the pattern of growth in the club or the procedures for proposing and recruiting new members.

Clubs should continue to be encouraged to maintain and use up-to-date evaluations as a basis for developing and aggressively undertaking plans to build and strengthen club membership to serve more effectively in all areas of activity.

It is important that each club establish and maintain a membership growth pattern which will result in an appropriate net growth in the number of members. Each club should have a positive attitude toward membership growth, recognizing that an increase in membership should not decrease the quality of membership in the club. Membership growth should always be the result of a club recruiting fully qualified members who can be expected to contribute to the furtherance the Mission of Kin Canada. It is important that individual Kin members recognize that their responsibility includes an obligation on their parts to share Kin with others and to help extend Kin through proposing prospective members to Kin. Each club is further encouraged to discover ways and means of strengthening the club through projects which attract new members and which help current members become better Kin members

Diversified Membership

Clubs are encouraged to develop a membership that is fully reflective of their community and country.

Membership of Younger Persons

Clubs should remember the importance of seeking out younger persons, including sibling of members and past members, who are qualified for membership. Clubs are also encouraged to find ways and means of increasing the appeal of membership to the growing number of young men and women who are occupying positions of responsibility within their communities.

Assessment

One of the most important roles you will take on this year is as a promoter of strong, healthy club through membership retention and recruitment. The focus for the next few years will be on the retention aspect of membership. What does this mean to you, the leader in your Zone? It means your focus will be to help clubs to become healthy and stay that way.

What is a healthy club?

If you were to ask members what their definition of a "Healthy" club was you would probably get a variety of answers. However there are several things that are universally accepted as a measure of a well maintained club.

- The club is providing desirable service to their community on an ongoing basis.
- The club holds effective efficient business meetings, but is able to balance this with quality social time.
- The club is able to not only maintain their numbers but also shows an increase in membership through the course of the Kin year.
- All club members are actively involved and engaged in the business of the club.
- The club members are educated and able to make informed decisions regarding all aspect of club and Association business
- The club is able to maintain strong, focused leadership and is able to train leaders to fill all executive positions in a timely manner.

How do I know if a club is healthy?

Your first priority is to take some time with your incoming Zone executive to examine how each club in your Zone is functioning. Are they meeting the criteria listed above? Is the club focused and actively working towards making certain they are able to sustain membership and meet new challenges? It is important that you make this assessment of each club early on in your term of office. You will need to refer to a number of sources for this information to make sure you are getting a true picture of how a club is working together.

You will want to access the following:

- Past Deputy Governor and possibly your District Membership Director
- Membership statistics from previous year(s).
- Outgoing club President and Executive
- Zone files, if they exist

It is easy to make assumptions based on past history so be sure you do not fall into this trap, and take the time to look at what exists now in the club.

You will also be able to gather information during your first visit to the club. By using the **Deputy Governor Visitation Summary** form (found in the *DLS Tool Box*), you'll be able to see how meetings are run and where a club may need some direction. You can also use the "**How Healthy is Your Club**" assessment form (*also found in the DLS Tool Box*). This is not a step you can afford to miss when thinking about how best to serve your clubs for the duration of your term. The information you gather will be the cornerstone for all your membership plans and goals for the year.

How Do I use the Information I gather?

Once you have all this information at your fingertips you are ready to assess whether a club is in fact healthy.

Clubs that are meeting the list of six criteria noted previously are running effectively and efficiently. Make sure you continue to support these clubs in any way you can. They will appreciate your support for all their efforts. Your acknowledgement of their success will encourage them to continue to serve their community and their members.

If you find you have clubs that are not as successful you can use the information you have gathered to start helping the clubs to come up with membership plans to help themselves.

The key is making sure the clubs are making plans they feel confident in and comfortable with. All the information you gather will help you to figure out A) If the club is healthy in all aspects and B) where they may fall short, what steps can be taken to address these issues. You can refer to the "**Guide to Club Solutions**" (found in the "*Sidebars*" Appendix) for help with this. This document will break down each area and make suggestions regarding how to make changes. You can also refer to the Membership CD for information, presentations and many other helpful membership tips and tools. It is preferable that you have the full support of the club and they understand what happens is up to them. You can offer them the assistance but it is their responsibility to make an action plan and make it happen. You may have a club which is in need of assistance in more than one area. You will need to make a timeline for dealing with each of the issues a part of any membership plan.

Following up

Once you have started a club on the right path, you will need to make sure they are following through with their plan and staying on track. You must be ready to call and speak with the President and Club membership Director on a regular basis to ensure they are having the desired success. Follow-up visits are also a good way to see if the plan you have worked together on is having an impact on the clubs overall health.

Retention means everything.

The Association has understood for some time that we are not bad at bringing new members to Kin. We have so many members who are so passionate about Kin that they have no problem selling this passion to prospective members. We also know that our membership issues come from the fact that we are losing members faster than we can bring them in. This is the reason for the focus on Retention. Retention means everything. It means every aspect of club life and business is running up to par. Members are feeling needed and fulfilled by the time they spend on Kin business and the community is benefiting from having a Kinsmen/Kinette or Kin club in their town.

Clubs run into difficulty if only one aspect of club life fails to make the grade, and once one item gets out of hand others will follow. Clubs are sometimes slow to ask for help so it is up to you to stay on top of all the clubs in your Zone and take pre-emptive action if necessary. You can also ask for help. Each District has a District membership Director who is a great source of information and inspiration. The members of the National Membership Committee are also here to assist you and the Membership Development Coordinator at Kin headquarters will be happy to help you and your clubs with any needs that may arise.

Making a fair, unbiased assessment of each of your clubs is not an easy task to undertake but it's a necessary one. You'll be able to help your clubs and gain valuable leadership experience by making a correct assessment of each club and helping them to take proactive, positive action to address all their membership needs.

Remember the clubs in your Zone will take their lead from you. If you do not maintain a focus on membership throughout your term of office then neither will they. Membership is not a hit and miss challenge. It requires a constant, consistent focus. With your Zone team and your Club Presidents, make it a major part of your years focus. Successful membership planning and action is the mainstay of the Kin organization and is paramount to our continued success.

Charters

New club building, or chartering, is essential to the future survival and growth of the Kin Association. Since the boom period of the 1960's and 1970's, charters for Kinsmen and Kinette clubs have slowed to a trickle. Currently, we're chartering one to two clubs per year. It's time to turn this trend around.

Charters Don't Just Happen

Our Association did not grow to its present number of clubs just by members sitting back and watching it happen. In the early days, clubs were chartered because a member moved to a new area that did not have a club, but now a little more motivation is required to encourage our members to go out and charter a new club. The demands on Canadians today (both parents working, chauffeuring the kids, shift work, one-parent families, etc.) make chartering a new volunteer group in the community a real challenge. More than ever, Canadian communities need service clubs like Kinsmen and Kinettes to help out where governments no longer can.

Your role as deputy governor is to inspire "charter champions" in the clubs in your zone. Find a member in each club willing to champion the cause of giving the gift of Kin to a neighboring community. The ultimate responsibility for new club building lies with each and every member and each and every club, but you and your zone membership director can take the lead in reminding them how important new club building is to our organization.

The Big Winners

The creation of a new Kinsmen, Kinette, or Kin club affects many people in a positive way. The new Kin community will have a committed group of individuals helping to make their town a better place to live. The hours of service work and the fundraising drives will assist local projects and initiatives. While serving the community, the new club will also be developing leaders, as their volunteers have the opportunity for personal growth and development. Generations of leaders bettering their community by promoting service, fellowship, family values and national pride is the legacy of our Association.

The new Kin community is not the only winner when a new club is formed. The sponsoring club can take a great deal of pride in its efforts in bringing Kin to a new community. New friendships are made through interclubs and at conventions that can last a lifetime. Chartering a new club is perhaps the greatest service project that a sponsoring club could ever undertake, as the benefits of this project will be felt for many years.

The deputy governors will also benefit by having a new club chartered in their zone. While not always the motivating factor, points are awarded on the Outstanding Zone Award for the creation of a new club. The points are there; why not see if they can be collected?

The general member right across the country also benefits. More members mean more potential friends and the strengthening of a proud national organization. From a personal standpoint, membership growth can mean a reduction in membership fees. This is only a partial list of the winners associated with the creation of a new Kinsmen, Kinette, or Kin club and can form the basis of your motivational speech to the clubs in your zone as you search for your charter champions.

Help

You should be familiar with the resources that are available to the clubs in your zone to assist them in building a new club. Initially, what must be considered is which town or area is the best possibility for a charter. The national membership committee has revamped the charter materials to assist clubs and zones in determining if the area could support a club.

Encourage an interested club to contact National Headquarters for a Charter Investigation Kit. The package is free and contains a general description of what is involved in chartering a new club, a New Charter Survey (to determine the need), a Sample Charter Budget (so the sponsoring club will know what it will cost) and a Time Frame for Chartering a Club (to give the club an idea of what should happen when). When the club has determined that the targeted area is indeed ready for a new club, it should send to National Headquarters for Part 2 of the assistance materials, the Charter Promotion Kit.

This package contains public relations tools that will assist the sponsoring club in actually finding the people to comprise the new club. Items such as radio and television public service announcements, recruitment flyers and recruitment posters will make the job of recruiting volunteers just a little bit easier.

Once the club has found the right number of people ready to commit to Kin, the final part of the process needs to be taken care of. The sponsoring club should now request their Charter Completion Kit, the final package of information containing the necessary paperwork and forms for the club to become a full member of the Kin family. Included in this kit are items like the Application to Charter form and incorporation papers.

As the leader in the zone, you should be fully conversant with the available resources that can enhance the chance of success for the sponsoring club.

Making the Commitment to Charter

During the year in which you hold the office of deputy governor, many demands will be placed on you for your time and attention. It is easy for new club building to slide to the bottom of the priority list, because it is one of the most challenging of all Kin service projects. Here are a few suggestions to stimulate charters and keep it at the top of your zone's agenda:

1. Talk it up. Make time on your agendas for discussion at every meeting, particularly at your zone executive seminar.
2. Brainstorm with your presidents and their executives ideas as to all the possible charter champions in their clubs and possible charter locations. Make a list of the locations that need to be researched, and see if the presidents will commit to recruiting a charter chairperson in their club.
3. Call for presidents (only) to undertake to put forth a notice of motion to sponsor a club (sample motion in the Charter Investigation Kit).
4. Follow up with the charter chairs yourself or through your zone membership director. Ensure they are aware of all of the resources available to them – remember, the Association needs them to succeed.
5. Talk it up. You are the leader in your zone. If you make a commitment to new club building, you can inspire others to share your vision.

Public Relations

The purpose of Kin Canada's public relations program is to foster understanding, appreciation, and support for the Mission and programs of Kin Canada among the general public and to enhance the image of Kin nation wide. The program should promote awareness among all Kin that good publicity, favorable public relations, and a positive image are desirable and essential goals for Kin Canada if it is to grow and prosper.

What is Public Relations?

Public relations are everything you do that communicates your message to all of your “public:” members, the community and the media.

- Public Relations, also referred to as PR or publicity, may involve getting editorial coverage in the newspaper, on the radio, internet or television.
- It's one of the most important tools available to get your credible message to people who need it or will benefit from knowing it.

Why It Works

Public relations often involves using media to your advantage.

- It is not the same as paid advertising. It gains our organization exposure using topics of public interest and news items that do not require payment.
- It is inherently more credible than advertising because it carries a third-party endorsement of your message and your program.

Why Should You Use It?

It is a powerful tool that allows you to communicate with your community.

- People keep up with daily events through what they see on TV, hear on the radio, and read in the newspaper or online.
- It helps you build purposeful visibility for your club's activities and for Kin Canada.
- When we are successful at gaining publicity, our clubs raise more money, recruit more members, and achieve a better public image.

The How To's

Working with Media: How to DO It.

- Making Contact
- What journalists really want
- Writing and the 5 W's
- Events Follow-up
- Interview Tips

Public Image Goal

Develop in each zone at Least 5 major activities to enable the public to know what Kin Canada is and what Kin Canada does for the community and our country.

Action Plan

Encourage clubs to develop leaflets describing successful activities for distribution in their communities; hold workshops which will suggest practical techniques to share information about Kin Canada with the public. Offer ideas for public displays of the service activities of local Kin Canada Clubs in store windows, malls, libraries, and public areas during the Kin Year.

Encourage clubs to create large sign-boards which depict Kin's good work, taking into account the various cultural and traditional differences in our Country. Encourage the use of television and radio "talk programs" to explain the service work of Kin Canada.

Use Kin Canada fact sheets, public service announcements and sample press releases to secure public service placements on Kin Canada in newspapers, magazines, posters, and other locations.

Healthy Clubs, An Effective Kin Canada Club is a club that can:

- sustain and/or grow its membership base;
- implement successful service projects that address the needs of its community and country;
- support Kin Canada through program participation and in pursuit of the mission of the Association;
- develop leaders capable of serving Kin Canada beyond the club level

New Members through Public Relations

Public relations are important in attracting new members to Kin Canada and in retaining present members. Effective public relations should be emphasized to clubs and, in particular, to club membership directors.

Kin Canada clubs should:

1. utilize public relations to increase the appeal of Kin to the growing number of young persons who are occupying positions of responsibility within their communities;
2. publicize appropriate weekly club programs that demonstrate the Mission of Kin Canada;
3. adopt more sharply focused activities that will have a greater public relations impact

A Better Image through Public Relations

Kin Canada's positive public image and excellent reputation in the community is no accident. The Public Relations program works to establish and maintain goodwill within the association and with the general public and promotes Kin Canada's many worthwhile programs, events, activities and accomplishments through every available medium. Public Relations perform a dual function. Doing things well and making sure that the public is aware of the efforts and the results ensures continued community support and awareness of Kin Canada's programs. Good publicity augments and supports the association's recruiting efforts by attracting interested, eligible people and motivating them to become active members.

A major communications vehicle is the national magazine. This publication is a primary source of information and means of communication between the local members and the National Association. Kin members at the club level are the keys to success of everything we do as Kin. Yes, we Kin are blessed with panache; the talent and ability, the energy and enthusiasm it takes to build a better image through Public Relations.

Everyone's Responsibility in Public Relations

Each member is expected to be fully informed about Kin Canada's Mission, programs, and services, and to seek opportunities to further the aims and mission of Kin Canada through personal and professional contacts.

Kin members are urged to help their clubs become more identifiable in their communities by personally informing others about what Kin Canada is and does, in order to improve and expand Kin's growth and community service. Each club is expected to:

- 1) maintain positive news media relations;
- 2) seek publicity for successful service projects and activities which illustrate Kin Canada's mission, objects and aims;
- 3) utilize our National Magazine, Web Page, District's regional magazines, and other promotional tools and techniques to promote Kin's aims and accomplishments within the community;
- 4) encourage Kin members to inform their families, friends, and associates of Kin Canada accomplishments;
- 5) cultivate the understanding of community leaders, young people, and other special interest groups who should be aware of Kin, its Mission, scope, programs, and activities;
- 6) take positive steps to prevent or correct any attitudes within its community or conditions within the club which may harm Kin Canada's reputation and limit its effectiveness

National Awards

Even though as deputy governor your primary functions are to inform and to service the clubs in your zone, you should attempt to make your zone something special. You can establish zone pride by establishing the spirit of competition among your clubs.

Before we discuss the various types of award programs available, there is one major point that must be made. You must view awards for what they really are – barometers of conditions in clubs; they are not ends in themselves. They are general measuring devices that give a very fine indication of the quality of service a club is rendering to its members. These competitions are not absolutes; they are general indicators.

These competitions can be of tremendous value to you and your clubs. Competition is a very valid means of getting people to achieve higher results. Nobody likes to win a tail-enders award in anything. Competition and awards programs can get your clubs to better serve their members.

You are already probably aware of the Outstanding Zone Award. If you feel you would like to be a leader in an outstanding zone, you must first realize you can't do it alone. Your clubs must want to be the best clubs in your district. When they do, they are helping your zone to be among the best in the district and the country.

There are a number of ways to inspire your club. Why not develop a theme for your zone? Become the Zone D Dynamos instead of just Zone D. Or, if your zone is in the western part of the district, be the Best in the West instead of just Zone 11. Use your imagination.

If you use your imagination, there are many types of awards or competitions that you could set up in your zone. To get you thinking, you could have any one or a combination of the following:

- a quarterly Best Club in the Zone award,
- a Zone Kinsman or Kinette of the Month award,
- a Zone Maple Leaf of the Year award,
- a Zone Service award, or
- a Zone Membership award.

Of course, it makes sense to have awards that tie in with the district and national award programs. Promotion of these awards will encourage the spirit of competition among the clubs in the zone.

General Information

- The score-sheets are to provide a guide to assist the judges in determining the winner of each competition

- Each District may submit **two entries** for each National Award unless otherwise stated. These submissions may be from two Kinettes, two Kinsmen or one from each.
- The National Awards program is designed to identify the best in the Association, and not the best Kinsmen or Kinette, or best Kinsmen, Kinette or Kin club.
- The National Awards program identifies the winning entry and the runner up in all categories.
- Unless otherwise noted, submissions to the National Awards program are the winners at the District level competition.
- Where submissions to the National Awards program are winners from the District competition, it remains the responsibility of the winning clubs to ensure their submission is forwarded to National Headquarters by June 30th. Any submissions not received at National by this deadline may be disqualified.

Mission Statement

“To promote a program, which stimulates, encourages personal development and leadership while recognizing integrity and achievement within the Association.”

Amending Process

Any active or active life member may recommend new awards or suggest amendment(s) to existing awards offered by the Association. The requests must be in writing and sent to the Membership Coordinator.

If recommending a new award, the submission must:

1. Define the objective of the award
2. Outline the rationale for the award
3. Include relevant backup material

If recommending an amendment, the submission must:

1. Clearly reference the award by name and listing in the awards booklet
2. Highlight succinctly the proposed amendment(s)
3. Outline a rationale for the proposed amendment(s)
4. Include any relevant backup information

The National Awards Committee oversees the awards program and the suggestions for change. The deadline for receipt for new awards or amendments is February 28th of each year.

Appeals Process

Members have the right to appeal the presentation of any award. This must be done within 60 days of the award presentation by sending a letter to the National Awards Committee and the Membership Coordinator describing the rationale why the decision should be overturned.

The appeal will be examined and considered by the awards committee. The Membership Coordinator with the assistance of the committee will make a recommendation and forward it through to the Executive Director for a final decision. All decisions by the Executive Director are final.

Individual Eligibility Statement

- Entrants must be active, active life, associate or campus club members of good standing and on record at National Headquarters as of the date of submission of the award.
- The entrants club must also be in good standing as outlined in club eligibility below.

Club Eligibility Statement

- a) For awards where national entrants are chosen by district competition, a club must be in good standing with the Association as of the date of district selection and the date of national judging for said award.
- b) For awards where national entrants are not chosen by district competition, a club must be in good standing with the Association as of June 30th of the Kin year in which the award is presented.

Awards Available from National

Our Association uses awards to recognize the outstanding achievements or accomplishments of an individual, club, zone, or district. You should be familiar with the various awards and the rules for same, which are available to both individuals and clubs. A description of the awards available to individual members and clubs are listed below. For the current National Awards Program Brochure, affidavits and portfolios please check the website at www.kincanada.ca or call National Headquarters. For further information, you may refer to your district or zone house rules.

Individual Awards

Decew Phee Outstanding District Award: 1) To challenge the district executive to achieve outstanding leadership and administration in their district and thus, by fulfilling the requirements, be an effective Council in the Association; and 2) To promote a standard of excellence for district administration and activities

Eligibility: 1) Presented to the District that completes the mandatory requirements of Section A and attains the highest combined ratings in Section B and C; and 2) The District must complete the affidavit and submit to National Headquarters, on or before July 15th

Management:

1. The Governor is required to maintain their affidavit
2. Each District that wishes to compete must prepare a submission using the award submission form found below (add pages as required)
3. You will need to document your responses to Sections A & B
4. Section C will be judged by the National Awards Committee, in consultation with headquarters staff where appropriate
5. The Award will be judged by Kin's Executive Director in consultation with the National Awards committee, staff and the National Board where appropriate
6. To qualify, your submission must be received by National Headquarters by July 15 **ATTENTION:** Executive Director

Judges: Kin Canada's Executive Director, National Awards Committee, National Headquarters staff and National Board

Reward: A keeper plaque with the name of the district and the governor(s) will be awarded; and the winning district along with the names of the governor(s) will be announced at National Convention and will be added to the national plaque

Diane Rogers Kin Pride Award: To challenge members to locate the correct answers, pursue Kin educational materials, and to contact Kin across Canada in search of correct responses

Eligibility:

1. All active, active life, associate and campus club members
2. The exam questions will be posted on the National Website on March 1 of each year
3. All entries must be submitted to the Membership Coordinator at National Headquarters by email or postmarked no later than April 15 of the same year
4. All present and past members of the Association may be contacted so seek answers **except** the following: Kin Headquarters Staff, current National Presidents, Past National President Doug Anthony, and Diane Rogers.

Judge: Membership Coordinator

Reward: 1) Each participant will receive a commemorative badge add-on at their District Convention; and 2) The member attaining the highest number of points will receive a keeper plaque and their name on the national plaque

Founder's Award for Achievement: To continue and build upon the objectives of the Maple Leaf Award of Distinction program for members with more than 24 months of Kin experience.

Eligibility

1. Open to members who have been active, active life, associate or campus club members for a minimum of 2 years
2. There is a three-year time limit from the date the member enrolls in the program to achieve the requirements
3. Must complete all five mandatory categories
4. Attain a minimum of 300 optional points
5. A minimum of 50 points must be obtained in the first year;

6. A minimum of 80 points must be obtained in the second year; and
7. A minimum of 80 points must be obtained in the third year
8. The portfolio must be forwarded to National Headquarters within 12 months of completion of the program

Management

- The member maintains his / her own portfolio.
- The club president and awards chair must sign and date each section as points are obtained. If there is no awards chair the club secretary may sign
- Upon completion of the program, the portfolio will be forwarded to the Deputy Governor who will audit it
- The Deputy Governor will forward the portfolio to National Headquarters
- Should the Deputy Governor position be vacant, the portfolio will be forwarded to the Governor

Reward: A Founders Award for Achievement Certificate. (Founders Award for Achievement Name badge, pin, or plaque are available for purchase from Kin Sales)

Founding Members Speaking Award: 1) To encourage members to develop and improve their public speaking skills; and 2) To promote self-development in Kin by means of public speaking.

Eligibility:

1. All active & active life, associate or campus club members in good standing shall be eligible to compete for this award with the following exception:
 - a. The competitors of a national public speaking competition will be considered ineligible to compete at club, zone, district or national level for a period of 2 years following the national convention in which they competed.
2. Each District is entitled to send two competitors to the national competition.
3. A contestant at the national level shall have been the winner in his/her club, zone, and district competitions all in the same Kin year.
4. Present and incoming members of the national board of directors are not eligible to compete in the current competition.

Judges:

- The National Awards committee will appoint a panel of 3 judges
- At least one judge will not be an active or active life member of the Association.
- The judges will select a chair who will be responsible to:
 - Co-ordinate the judging
 - Provide the names of the winner and runner-up and a written critique for each speaker to the Public Speakers coordinator.

Management:

1. The topic should preferably be on some phase of Kin
2. Speeches shorter than five minutes or longer than seven minutes thirty seconds will be disqualified
3. The public speakers marking guideline shall be used as a guide for speakers and judges alike
4. Lights or flash cards will be used to advise the speaker at the 5 minute, 6 minute and 7 minute point of their speech (there is a thirty second grace to conclude speech)
5. The speech will be materially the same as presented at District Convention
6. The speech will not include a power point component
7. The speech shall be authored by the speaker
8. Electronic devices such as projectors cannot be used
9. The District Executive shall notify National Headquarters of the winners name, phone number, and e-mail address immediately following the close of District Convention
10. Each National competitor will be provided with a single return air fare (lowest available rate) between the closest major airports, a single convention registration, and up to four nights of shared accommodation
 - a. All travel arrangements must be made through National Headquarters. It is the responsibility of the winner to contact National Headquarters immediately following the District Convention to make the arrangements

Reward: 1) The winner and runner-up will be announced at National Convention; and 2) the winner will have their name placed on the National plaque. All competitors will receive a keeper plaque

GEM Award (Get Expansion Minded/Grow Every Month): To recognize individual commitment to membership growth within the Association.

Eligibility: 1) An active or active life, associate or campus club member must sponsor three new members in a 12 month period; and 2) Charter champions will not be eligible to receive GEM awards for the individuals in the club that they chartered

Management: 1) The member maintains his / her own affidavit; and 2) The affidavit must be signed by the club President and the club Awards Chair. If there is no Award Chair then the club secretary may sign

Reward: GEM award certificate, GEM award pin. NOTE: Repeat winners will receive a letter stating the number of times the member has earned the award

Vision 2020 GEM Award (Get Expansion Minded/Grow Every Month): To increase and encourage youth membership growth in our Association

Eligibility: An active, active life, associate, or campus club member must sponsor three new members age 19-25 in a 12 month period

Management: 1) The member maintains his / her own affidavit; and 2) The affidavit must be signed by the club President and the club Awards Chair. If there is no Award Chair then the club secretary may sign

Reward: 1) GEM Award certificate, Vision 2020 GEM Award pin NOTE: Repeat winners will receive a letter stating the number of times the member has earned the award

Maple Leaf Award of Distinction: 1) To encourage participation in club activities while becoming familiar with all aspects of the Association; and 2) To stimulate self-development, & improve communication and leadership skills within the first two years of being a Kin member.

Eligibility

1. Open to active, associate and campus club members in their first two years of joining Kin
2. Must complete six out of eight mandatory requirements
3. Attain a minimum of 300 optional points
4. Optional requirement points must be earned in at least five categories and may only be used twice in any one category except sponsoring a new member and qualifying for the GEM Award

Management

- The member maintains his / her own portfolio.
- The portfolio should be submitted to Kin Headquarters within 2 months of completion of the first 2 years in Kin.
- The club president and awards chair must sign and date each section as the points are obtained. If there is no awards chair the club secretary may sign

Reward: Maple Leaf Award of Distinction certificate and a name badge add-on.

Outstanding Maple Leaf Award of Distinction: The person whose affidavit totals the highest number of points in the Kin year submitted will be recognized during the National Convention and will receive a keeper plaque. *(Note if a member has submitted their affidavit prior to the 2 year time period, they may re-submit at the end of the 2 year period to qualify for this recognition).* NOTE: Maple Leaf pin is available for purchase from Kin Sales:

Outstanding Kin Award: To recognize the member who embodies excellence in volunteerism through their contributions of leadership, inspiration and dedication to Kin Canada

Eligibility: All active, active life, associate or campus club members in good standing shall be eligible to be nominated with the exception of current National Board members and District Council members

Management:

- The Membership Coordinator must receive Applications at National Headquarters no later than June 30
- A nominator and seconder who are members in good standing (do not need to be from the nominees home club) of Kin Canada must sign application form.
- Application must include a description of why the nominee is deserving of the award in no less than 300 words and no more than 1000
- Application must include contact information for nominator and seconder in case the judges need any clarification

Judges: The National Awards Committee will appoint a panel of 3 judges

Criteria: The following criteria will be considered in determining a winner:

- Involvement- The individual has been involved in Kin Canada through activities, committees and/or programs
- Leadership- The individual shows qualities that exemplify leadership, and motivation related to participation in Kin Canada

- Service and Membership- The individual promotes service, new membership and retention of members
- Innovation- The individual exemplifies innovation in supplying service to Kin Canada
- Achievements-Any notable achievements within his/her club, community, province or country relating to Kin Canada
- Inspiration –The individual has inspired others through his/her work in his/her club, community, province or country.
- All activities must be in the same Kin year from June 16 to the following June 30

Reward: A keeper plaque will be awarded at National Convention.

Outstanding Zone: 1) To challenge the Zone Deputy Governor to achieve outstanding administration in his/her zone and thus, by fulfilling the requirements, become an effective leader in the Association; and 2) To promote a standard of excellence for zone activities and administration

Management: 1) The Deputy Governor is required to complete sections B & C of the Outstanding Zone Affidavit and attain a minimum of 110 points; and 2) The District Governor is required to complete Section D, sign and submit to the Membership Coordinator by July 15th

Judges: Membership Coordinator

Reward: Keeper plaque

Club Awards

Communication Award (NEW): The objectives are to provide a guideline for clubs to follow that will help them achieve the clubs internal and external communications goals; and to recognize the effort of the club for outstanding and effective communication through various mediums

Eligibility: 1) Open to active Kinsmen, Kinette and Kin Clubs; and 2) Attains a minimum of 150 optional points

Management:

- All entries shall become the property of the Association and as such will not be returned to the club.
- Electronic versions are preferred and must include a CD sent to National for archive purposes.
- Award Affidavit must be submitted complete with signatures of the Club President with dates that apply, along with all phone lists and email contacts lists for members

Judging: Shall be administrated by the National Awards Committee

Reward: Every Club which submits a properly completed submission with a minimum of 150 points will receive a recognition certificate.

Ken Pierce Membership Growth Award: The objectives are to promote internal expansion and to recognize club membership growth

Division of Award: 1) Junior Award is for clubs of 14 members and under and 2) Senior Award is for clubs of 15 members and over

Eligibility: 1) All junior clubs that show a net increase of a minimum of three members from the previous June 30th to the latest June 30th census; and 2) All senior clubs that show a net increase of a minimum of five members from the previous June 30th to the latest June 30th census

Judges: Membership Services Coordinator

Reward: A certificate

National Service Awards (Hal and Elspeth Rogers): 1) To encourage clubs to participate in service work within their community; and 2) To recognize the club that has contributed the most to the fundamental objective of the Association i.e. service work

Management:

- Each District may submit **two entries** for this award. These submissions may be from two Kinettes, two Kinsmen or one from each.
- The service project must have been completed within the 12 month period prior to the date of the conference at which it was originally presented (Zone or District).
- The same service project may not be entered in two successive years unless it has been materially advanced and/or compared to the involvement of any other parties on the submitted project.
- Where multiple clubs collaborate on and/or jointly participate in a service project, or where one club materially contributes to the service project of the other during the currency of that project, and only one club chooses to submit the project for award consideration, the other club cannot submit the same project in the following year unless it complies with the previous requirement.
- A national winner will not be allowed to enter the same project for three years after winning the award.

6. The preferred method of entry is a power point presentation which includes at least 10 photographs and a written narrative of up to 2000 words. The submission shall be forwarded on three compact disks, or paper form in **triplicate**. No other form of submission will be accepted
7. The disk forwarded pursuant to paragraph 5 hereof may be used by National Headquarters for presentation of the district winners at National Convention and may also be used in national publications and on the national website

Judges: The national awards committee will appoint a panel of three judges

Reward: The winner will receive a keeper plaque, club banner crest and name will be added to the National Plaque. The winner and runner up will be announced at National Convention

Boake Efficiency Award: The purpose of this award is to reward those clubs which effectively meet the requirements of zone, district and national; to recognize the efficient and effective administration of clubs and to encourage zones and districts to ensure their clubs are aware of and completing the requirements of being a member of the Association and an Incorporation.

Judges: Membership Coordinator

Management:

1. Clubs will maintain their portfolio
2. Affidavit must be signed by the President and Secretary
3. Clubs must submit their affidavit for this award to the Membership Coordinator postmarked no later than July 15th. E-mail and faxes are also acceptable.

Reward: The District with the highest ratio of clubs who have earned the Boake Efficiency Award will be recognized at National Convention. 2) Each club shall receive a certificate. NOTE: Banner add-ons are available for purchase from Kin Sales.

Outstanding Club Award: 1) To promote a standard of excellence for club activities and administration in the Association and to recognize the achievement, leadership and participation of outstanding clubs; and 2) To promote a standard of excellence for club activities and administration

Note: Clubs must earn the Boake Efficiency Award in order to be eligible for the Outstanding Club Award

Judges: Membership Coordinator

Management:

1. Clubs will maintain their portfolio.
2. Affidavit must be signed by the President and Secretary.
3. Clubs must submit their affidavit for this award to the Membership Coordinator postmarked no later than July 15th. E-mail and faxes are also acceptable.

Reward: Certificate. A Banner crest is available for purchase from Kin Sales.

The Bill Skelly Award: This award is the property of the Cystic Fibrosis Canada. Clubs interested in participating should contact them directly. More information can be found at <http://www.cysticfibrosis.ca/en/index.php>

Recognition Awards

The following awards are designed to stimulate and recognize members that have dedicated time and effort into green initiatives. If submissions are high and of good quality, the following recognition awards may transform into national awards in the future.

Vision 2020 Green Project Award: The objective is to encourage clubs to participate in projects within their community that will promote positive environmental change, recycling, and/or waste reduction

Eligibility: Clubs must be in good standing

Management

1. The project must have been completed with the 12 month period prior to the date of the conference at which it was originally presented
2. The same project may not be entered in two successive years
3. A national winner will not be allowed to enter the same project for three years after winning the award
4. Entries will be forwarded in electronic form, with at least 10 pictures to the Membership Coordinator at National Headquarters by June 30th. As this is a Green Award paper submissions will not be accepted
5. The form of submission for each entry at the National level shall be a written narrative of approximately 2,000 words.
6. Written submission should include: How the project impacted the environment, did the club gain community recognition for positive environmental change. See project outline below.

Reward: Recognition Certificate

Vision 2020 Green Club Award: The objective is to encourage clubs to recycle, conserve energy, and effect positive environmental change within their club

Eligibility: Clubs must be in good standing

Management

1. This awards will cover the period of June 30-June 30
2. The winning District entry will be forwarded in electronic form to the Membership Director at National Headquarters by June 30
3. Form of submission for each entry at the National level shall be a written narrative with at least 10 pictures. As this is a green Award, paper submissions will not be accepted
4. Written submission should include: what measures the club undertook to recycle, conserve energy and effect positive environmental change

Reward: Recognition Certificate

Resources

There are a number of resources you have at your disposal that can help you during your year as a zone leader. Remember, you are not expected to know the answer to every question a club member might ask, but you should know where to get the answers. The following are tools you can use to help you find the answers.

Club President's Manual

The Club President's Manual is available on-line. Often, questions asked by club officers can be answered by referring to this manual. Also ensure that each of your club has a copy of the manual.

By-Laws, Policies, Procedures & Governing Documents

These are the rules and regulations of our Association. You should spend some time reviewing them, so you know where to look up answers should the need arise so you can answer intelligently when questions of procedure come up. The National *General Operating By-law No. 1* and the *Policy and Procedures Manual* also contain information on rules of order as well as insurance policies.

KIN Magazine

Official publication of Kin Canada, *KIN Magazine* is published in print three times a year (February, June and October) from the editorial office in Cambridge, Ontario. Online editions are posted during the months of April, August and December at www.kincanada.ca.

The mission of *KIN Magazine* is to report Kin news by highlighting club service projects and member achievements. Also included are articles of general interest to our members. They include business, finance, travel, health and education.

National Headquarters

You should also be aware of the people at national headquarters that are available to help you. A staff of dedicated people, working to serve you and your clubs. They are more than happy to assist in any way they can and, by reviewing the information you receive at the district leadership seminar, you can let your clubs know which person to call regarding a specific problem or question.

National Headquarters

Kin Canada

P.O. Box KIN, 1920 Hal Rogers Drive

Cambridge, Ontario N3H 5C6

1-800-742-5546 (PICK-KIN); (519) 653-1920; FAX (519) 650-1091

e-mail: kinhq@kincanada.ca ; Web Site: <http://www.kincanada.ca>

Other

Two other publications that may help you become more familiar with our Association's history are *The Cross and the Square* and *Only in Canada: Kinsmen and Kinettes*. They will also give you ideas you can use in speeches and new member's seminars. Make sure club officers are also aware of these resources. This might be a topic you want to place on the agenda for your club executive seminar.

Parliamentary Procedure

A fundamental example of Kin offering personal development is how we run our meetings. All Kin meetings are run using basic parliamentary procedures. There are two reasons why this is so. It is easier to conduct business if a set of rules is agreed upon and, secondly, members are instructed as participants in the correct way in which to involve themselves in a parliamentary forum.

Once a meeting has been called to order, no debate shall be allowed unless there is a motion on the floor that has been duly moved and seconded. The chair must then be prepared to rule "out of order" any member who speaks on an issue that is irrelevant to the motion.

Speakers should stand and be recognized by the chair. Once recognized, the person should give the address to the chair, state whether they are speaking for or against the motion, and then state their point of view.

The chair should see that all members who wish to speak on the issue have their chance. Generally, only the mover of the motion has the option of speaking to a motion more than once; however, members may be called upon for a point of information or clarification.

When a speaker has the floor, we should respect his/her right to speak by listening. Members should discourage discussion amongst themselves. A member may interrupt a speaker on a "point of order" or a "question of privilege."

A motion may be amended once it is made. An amendment may not be such that its intent is to nullify the original motion. It can amend the motion in only three ways:

- a) to delete certain words,
- b) add certain words, or
- c) replace certain words. Once an amendment has been made, the discussion is only on the amendment, not the original motion. It has to be voted on first. If it is passed, then the discussion reverts to the original motion as amended. Only two amendments are allowed on the floor at any time.

After all points have been made, quite often you will hear the members chant "Call the question." This is an indication the members are ready to vote on the motion. The chair will "call the question" by asking for an indication of those in favor and those against the motion.

Operating a Kin meeting efficiently is nine-tenths respect and common sense and one-tenth following strict rules. It is important for all members to know and follow the basic procedures. In this way, we can avoid personal conflicts.

Rules of Order

Purpose: The purpose of the business portion of every Kinsmen, Kinette or Kin meeting is to ascertain the opinion of the club members on the items of business coming before the meeting. To understand the question and make an intelligent decision, discussion is necessary. Some order must exist, some control must be established and some rules laid down. The purpose of these Rules of Order is to save time, co-ordinate the discussion, allow all members the opportunity to enter into the discussion, and to keep discussion relevant. The following can be taken as those rules customarily followed by Kin Canada. Any matter, which is not hereinafter provided for, may be referred to the national board of directors via the by-law review chair.

Address to the Chair: The address to the chair shall be: "Presidentand fellow Kin", or if there be a nominee of the president presiding, "Chairand fellow Kin." In the interest of expediency, national officers, dignitaries and guests will be recognized upon their introduction only, and thereafter it shall not be necessary to address the chair otherwise than as herein before stipulated.

Motions: One of the cardinal principles of parliamentary procedure is that without a motion and question there is no debate. There must be a defined subject before the meeting; otherwise there can be no questions or discussion, and all remarks are irrelevant. Before any question may be discussed at a meeting, it must be submitted in the form of a motion, which is moved by one member and seconded by another. (If possible, it should be submitted in writing to ensure accuracy.) The motion is then debatable and may be accepted, amended, withdrawn or rejected. When a motion has been adopted, it becomes a resolution.

Speaking to a Motion

(1) Recognition by the Chair:

Any member in good standing shall be permitted to speak only if and when he/she has been recognized by the chair, and all remarks shall be directed to the chair.

(2) Gaining Recognition:

In order to gain recognition, any member wishing to be heard shall, at a time when no other person recognized by the chair has the floor, stand and wait to be recognized, and such recognition shall not be withheld by the chair.

(3) Speaking For or Against A Motion:

When speaking to a motion, a member shall, before entering upon the substance of his remarks, state whether he/she is for or against the motion.

(4) Limitations on Speaking:

Any member who has spoken to a motion once shall not, without permission of the chair to be given or withheld at the sole discretion of the chair, speak again, except:

- (a) with leave of the chair in explanation of he/she previous remarks if misunderstood;
- (b) in the case of a mover or seconder only at the request of the chair to answer questions from the floor directed to the chair;
- (c) in the case of a mover only who may reply closing debate upon any substantive motion after others have had an opportunity of being heard, provided the mover specifically requests such privilege before previously yielding the floor, and further provided that prior to granting such privilege the chair shall call for any discussion.

Amendments: Amendments to a motion may be proposed at any time during the discussion. No amendment may be entertained which has the effect of nullifying the main motion. Any amendment must be relevant to the subject matter of the motion and may amend it in only one of three ways:

- (a) by leaving out certain words;
- (b) by adding certain words; or
- (c) by deleting certain words and replacing them with others.

Number of Amendments: In order that discussion may be confined within reasonable bounds, not more than two amendments may be before the meeting at one time. However, as soon as one amendment has been accepted or rejected, another may be proposed, provided, of course, it is different in purport from one already defeated.

Notice of Motion: Advance notice of certain motions is sometimes required by the General Operating By-Law No. 1. In such cases, members must be advised, in writing, a prescribed number of days in advance of motions which are to be introduced. Generally, this applies in cases of important measures, such as revision of the General Operating By-Law, or expenditures of large sums of money. Care should be taken to see that the notice is so phrased that, insofar as possible, the motion may be amended by the meeting.

Withdrawal of Motions: General procedure permits withdrawal of a motion on consent of the mover and seconder. Amendments must first be withdrawn in reverse order, with the full consent of their sponsors. If either of these should refuse his/her consent, then the motion must stand.

Tabling Motions: To table a motion or "lay on the table" is an American rule used extensively in Canada. A motion to table is not debatable and requires only a simple majority. If the motion is to table only until a particular time, it is debatable as to time only. If carried, the motion in question comes up automatically at the appointed time or, if indefinite as to time, it remains tabled until such time as another motion (not debatable) "that the former motion be now reconsidered" is carried. A simple majority only is required in this case.

Questions: If a member wishes to ask a question or seeks clarification in respect of a subject then before the meeting, and may do so without interrupting another speaker, he/she shall, upon recognition, so state and shall not proceed further without leave of the chair, provided that in any event any such question shall be directed to the chair and shall not be used to discuss the merits of the subject then before the meeting.

Interruption of Speaker: No member shall interrupt any other member, who has been recognized by the chair and has the floor, except upon recognition by the chair upon a point of order, or a question of privilege.

Point of Order: If a member feels that improper language has been used, an irrelevant argument introduced or a rule of procedure broken, he/she is entitled to "rise to a point of order" interrupting the speaker. The point of order must be stated definitely and concisely. The chair shall decide without debate, although he/she may ask opinions. He/she should not argue and should state his opinion authoritatively. His/her ruling may be appealed by the member. If so, the chair states his/her decision and the point of appeal, then puts the question (which is not debatable), "Shall the decision of the chair stand as the judgement of this meeting?" A simple majority determines the issue. This merely settles a point of procedure, and is not a vote of confidence in the chair.

Question of Privilege: If a member feels that his/her own or the club's or Association's reputation or position is endangered, he/she is entitled to "raise a question of privilege." The procedure is the same as for a point of order.

Closing Debate: Upon a reasonable opportunity for discussion of a motion, in the opinion of the chair, and when no other person is holding the floor, a motion may be made that "the question be now put", which motion is neither amendable or debatable; and if such motion is passed, the motion or amendment, as the case may be, shall be forthwith voted upon without further amendment or debate.

Voting on Motions & Amendments

(1) Voting on motions and amendments is in the reverse order in which they are made:

- (a) on the amendment to the amendment; or the second amendment;
- (b) on the amendment; then
- (c) on the motion; or on the motion as amended.

(NOTE: Carrying of the amendment does not carry the motion, the motion as amended must be voted upon.)

(2) If a member abstains from voting it means that the member has decided to not exercise his/her right to vote. It does not indicate either a yes or no vote on the question, but is simply "no vote." Abstentions do not affect the quorum requirements as set out in Article 12, Section 2 of the national by-laws. A quorum is required to consider a question; but all questions will be decided by a majority of those members present and voting unless otherwise provided for in the by-laws.

Deciding Vote: Normally the chair does not vote, except in the case of a tie. He/she generally explains his reason for voting the way he/she does and customarily votes against a motion on the premise that, if half the members are opposed, the matter should not be forced upon them. Where voting is done by secret ballot and the chair has already voted, he/she will not, in the case of a tie, have a second or casting vote, and the question will be determined in the negative.

Similar Motions: No motion or amendment, which is the same or substantially similar to a previous motion or amendment voted upon by the meeting may be put to the same meeting or any subsequent session thereof.

Reconsideration of a Motion: A motion may be made to reconsider the vote on any other motion (except a motion to adjourn or to table) whether affirmative or negative, provided that such motion is made at the same meeting (including the next session of the same meeting) at which such other motion was voted upon. A simple majority is required and the motion to reconsider is not amendable, but is debatable if the motion, the vote of which is proposed to be reconsidered, was itself debatable.

If the motion to reconsider is not made at the same meeting, and if it is made at another meeting in the same Kin year, a 2/3 majority of the members present is required.

Exception to Reconsideration: Notwithstanding the foregoing, a motion to reconsider may not be put if the motion to which it is intended to apply has already been acted upon.

Order of Business: The order of business shall be determined by or with the consent of the chair. The order of business (agenda) will preferably be circulated and approved as the first item of business.

Proceed to Next Order of Business: A motion to proceed from the present to the next order of business is not debatable or amendable and, if carried, the present order of business shall be brought before the meeting after completion of the orders of business and before the meeting is finally adjourned.

Committee of the Whole: A meeting may resolve itself into a "committee of the whole" during which time all members present act as a committee to consider a matter of business and the meeting, as such, is suspended during this time. The regular rules of order are not strictly applied, and the motions are limited to those which report to the meeting upon its resumption matters referred to the committee, or which resolve to revert from committee of the whole and resume the meeting.

Adjournment: A motion to adjourn may be moved at any time. It is not debatable except if its intent is to adjourn to a time other than the next regular meeting time when discussion is permitted on that point only. The motion requires a simple majority and if passed, the meeting ends, if rejected, the meeting continues. The chair, at his/her discretion, may refuse to put a motion for adjournment if, in the opinion of the chair, the motion is offered for the purpose of obstructing the meeting, or will make impossible completion of the orders of business to be considered by the meeting before its final adjournment.

National Insurance Program

Kin Canada's insurance program consists primarily of two types of insurance for clubs: national comprehensive liability insurance (CGL) for "regular" club operations and functions, and national directors' and officers' (D&O) liability insurance. Our Association does not carry property insurance, and the liability coverage associated with property, nor accident insurance (AB) on behalf of our clubs. The premiums for this program are passed on to the club through the annual membership fees billing. It is a per member premium and is payable from the service account as insurance is a cost of doing the business of Kin.

Comprehensive Liability Insurance

This policy, which is carried by the Association, covers all Kinsmen, Kinette, Kin, Kinsmen & Kinette, K-40 and K-ette clubs in the event they are held responsible for damage or injury resulting from a Kin operated project or program. A summary of this policy appears in a circular sent each year to all clubs. A certificate of insurance is only sent to a club when requested for a project. This certificate shows the current principal amount of the policy and could be used to show proof of insurance to those who request it such as shopping centres or municipal governments. Request forms are available on the Kin website or by contacting headquarters. In the event that a potential claim occurs during your year, be sure to advise the clubs that they **SHOULD NOT ADMIT RESPONSIBILITY**.

When an incident occurs, the club should phone and/or write the Risk Management Coordinator at headquarters within 24 hours describing the incident. Remember, this policy is **not** an accident policy for Kin.

If any club is unsure if their project or function is covered by the policy, they should phone or write the Risk Management Coordinator for clarification.

The national liability insurance policy is intended to cover the usual club functions. Special events and facilities are not covered without prior notification. Clubs should contact our broker with full details if they are planning a special event or if they require clarification on any matter. An additional premium may be charged, depending on the event itself. Clubs should allow a minimum of six weeks before the event to contact the broker.

HKMB HUB International Insurance Brokers

Amanda Shyhinskyj or Alan Hollingsworth

Phone: (800) 232-2024; (416) 597-4018; Fax: (416) 597-2313

E-mail: amanda.shyhinskyj@hubinternational.com or alan.hollingsworth@hubinternational.com

Director's & Officer's Liability Insurance

In law, an association or club is responsible for the wrongful or negligent acts of its directors, officers, volunteers and employees when these acts are done in the course of the association or club's activities.

In order to provide protection for the directors and officers of Kin Canada who act in good faith on behalf of the Association, National carries a Director's and Officer's Liability Insurance policy on behalf of the members.

What type of lawsuits could be launched against a club? Consider the following:

- The club executive wrongly suspends a member for conduct unbecoming and the member sues the club, its officers and directors.
- The club is scheduled to host district convention or zone conference and, for whatever reason, has to cancel. The hotel and/or meeting facilities are not able to resell the space. They could sue the club, its officers and directors for costs.
- The club bulletin editor finds an interesting article in a magazine and decides to reprint it in the next club bulletin. The author sees it and sues for plagiarism and/or infringement of copyright.

These are only examples and are not meant to suggest that all similar examples would be cause for a lawsuit. The point remains that anyone can sue, regardless of whether they win or not. If your club was to be sued, this policy would cover defence costs as well as the cost of the lawsuit itself. It is also important to note that this policy is not a policy for accidents incurred by members, nor is it intended to cover suits that are normally covered by our comprehensive general liability policy for personal injury or property damage. As well, it does not cover for criminal offenses where the individual wilfully committed a crime.

Defalcation of Club Funds

For years, at each district leadership seminar, discussion has taken place around an item entitled "What will never happen to you while you are deputy governor and what to do when it does." Of course, we are talking about the possibility that an officer or officers or one of the clubs in your zone may take club funds either from general or service accounts. This is a serious offense and should be treated as such, both by you and the club. There are a number of steps to follow in the event that one of your clubs encounters this situation. Please refer to the *Step-by-Step Risk Management Guide* and the *Crisis Management Manual*. You or your club should also advise the Risk Management Coordinator and the Executive Director at National Headquarters.

The best way to avoid this situation is to advise your clubs to have good controls and checks and balances in place to ensure the security of club funds. All accounts are required to have two signing officers and no club should short-circuit this policy by signing cheques in advance. It's also advisable that all bank statements be opened and reviewed by the President and/or Club Risk Manager prior to forwarding to the Treasurer.

Policy on Illegal Activities by Clubs

Illegal activities or events of any kind are strictly discouraged by the Association. In addition to the legal ramifications, the holding of such events or activities poses a serious threat to the subject club and the Association as a whole: National insurance coverages do not apply to illegal activities, leaving the club, its members and the entire Association exposed to any charges, penalties, actions or claims for damages that could arise from such events. In an extreme situation, the repercussions could threaten members' personal criminal records and assets, as well as those of the club and the Association – potentially even their very existence.

During 2006, Kin Canada's National Headquarters ("National") issued a number of advisories to Kin Canada membership on the legal and risk management issues associated with illegal activities, most specifically on the subject of illegal gambling events. With there now having been ample time and opportunities for these messages to get through to all members, the following policy will be adhered to from this point forward:

1. Where National becomes aware that any club of the Association plans to undertake activities that are known to be, or are strongly suspected of being, illegal, such club shall be advised by the National Risk Management Coordinator to immediately halt planning and cancel such event or risk disciplinary action. Said action shall be pending the outcome of discussions with the National Risk Management Coordinator and/or the Executive Director to determine the legality of the planned activities, and referred to legal authorities if necessary for a determination.

2. Where National becomes aware that any club of the Association is found to have conducted an illegal activity, whether without consulting, or contrary to advice from, National, said club shall be:
 - a. Placed Not in Good Standing (“NGS”) by National, with its rights as an Association member restricted accordingly; and
 - b. Promptly notified in writing by National of such NGS status (“First Notice”), together with direction to immediately cease and desist any further occurrences of the illegal activity and an explanation of remedies available to the club.
3. The Association’s NGS process shall be followed and the proscribed opportunities made available to the club to resolve the situation, including the club’s right to appeal; provided, however, that the subject club shall have just 15 days from the date of the First Notice and 30 days from the date of the Second Notice to respond.
4. Failure to respond and resolve the situation to the Executive Director’s satisfaction within the prescribed time periods shall result in the subject club’s charter being revoked pursuant to the Association’s NGS policy and process.
5. Any repeat occurrences by the same club shall result in charter revocation proceedings commencing at once without benefit of the full notice process normally followed under the NGS policy.

Texas Hold’em and Poker Events Moratorium

There continues to be a tremendous amount of discussion on the subject of Texas Hold’em events – so much so that it prompted a new National enforcement policy on illegal activities and an explanatory article in the February 15 edition of Kin-nections.

It is a great concern that some clubs have persisted in trying to find ‘loopholes’ and event scenarios that could possibly pass as being legal, ignoring advice from National to avoid these events for now. When clubs begin to place their own wishes above those of other clubs, individual members and the Association as a whole, it puts us all at risk. That’s simply not acceptable.

The situation has been especially difficult in Ontario, where regulations are ambiguous and enforcement inconsistent. In February, 2007, National Risk Management Coordinator Melanie Nieson again confirmed with the OPP’s Barrie Illegal Gaming Crime Unit that trying to ensure that such events are legal by simply avoiding the five basic ‘rules of thumb’¹ is not sufficient. There are numerous other complications that would render the event illegal, some of which may be very difficult to control and which can even happen while the event is in-progress.

The OPP Constable’s message was very clear: There are so many variables that he cannot guarantee that a club would not be charged with running an illegal gambling event, even after precautionary measures. He therefore recommends against any of our clubs holding any form of Texas Hold’em or other poker-based events for which licences are not available.

As a further complication, insurance coverages would be denied if the event is found by authorities to be illegal. This therefore makes these events a high risk guessing game, and essentially the same as going into an event without insurance. In light of this latest information and the continued arguing by some, we are left with no choice but to take discretion and interpretation out of the picture.

Effective immediately and until further notice, National is placing a moratorium on all Texas Hold’em and other poker events as club activities. They are not to be undertaken, except where expressly allowed by provincial legislation and the required permits and/or documented permissions have been obtained from the proper authorities.

Any club that contravenes this policy will be subject to severe disciplinary action. The club will immediately be placed Not in Good Standing and the process for revoking their charter will be commenced. For the protection of all Kin, this isn’t something we can fool around with. I appreciate that these are relatively easy events to hold in relation to the amount of funds that can be raised, and truly regret that this may impact the plans of some clubs. This is why a great deal of grace has been extended on this subject until clubs became more familiar with the requirements. However, National must adhere to National Ends Policy 2(h), intended to ensure that all clubs and the Association operate in a legal manner at all times.

National staff are continuing to press provincial authorities for much clearer guidelines that would allow these events to happen legally and with certainty; and ideally to follow the lead of Newfoundland-Labrador and Manitoba in allowing certain exceptions for non-profits. We will advise clubs if the situation changes. For now, we have to work within the system as it exists and ask for your cooperation.

Ric McDonald
Executive Director

Corporate Status

Reporting Corporate Status to National

Within six months of a club's incorporation anniversary, each club will be responsible to submit to National Headquarters proof of current incorporation status. In provinces where available at no charge, clubs are to submit a Certificate of Status or a Confirmation of Receipt. If these documents are not available free of charge, clubs are to submit the first page of their annual return and/or any filings with their provincial Ministry.

Maintaining Incorporation Status

- Clubs are required under Kin Canada's By-laws to be incorporated, and to report incorporation as well as any instances of default or revocation of their corporate status.
- Incorporation protects the individual members of the club by making it a legal entity. This gives those members a measure of protection in the event of prosecution or legal liability as a result of a contractual obligation incurred by the club.
- Once incorporated, the club is legally obligated to stay current with filings to its province.
- It keeps them active in their Provincial Registry; each club is a provincial corporation under the laws of Ontario.
- It is a mandatory requirement of the Outstanding Club Award and a part of the Outstanding Zone Award

What Happens If They Don't?

- If not incorporated, individual members are personally at risk financially if the club ever has any actions or claims brought against it.
- If corporate requirements are not fulfilled, their province can place the corporation in default and eventually revoke corporate status.

Kin Sales

Think of Kin Sales as the "Kin Store." Our Association has certain needs dealing with regalia, crested items, awards, etc. To fulfill the needs of our membership, Kin Sales stocks and provides access to countless Kin-related items.

In 2003, Kin Sales operations were outsourced to an outside supplier, Coyle & Greer Awards Ltd., who is now responsible for ensuring that members receive the best in quality products and service. Very little has changed, except that our purchasing power is now even greater and product selection has been expanded significantly.

You can order by calling 800-265-2607 or speaking with the Kin Sales representative, Dawn Pettit, directly at 519-295-0066 or email her at dpettit@talbot-promo.com and, or go online to the new and much improved Kin Sales website at www.awards4me.com/kinsales, or by linking through Kin's national website under Members, Kin Sales.

More importantly, every dollar spent with Kin Sales still benefits the Association by generating substantial non-dues revenue, so members are encouraged to shop through Kin Sales for club and district needs whenever possible. Take advantage of their resources to find hard to locate merchandise or for ideas on award or promotional items. Kin Sales publishes a catalogue in print, and online, of items that are available to the membership. This catalogue is mailed directly to the club. The list of items is long and includes everything from Kin jackets to crested mugs, pens and awards material at very competitive prices.

Kin Canada Crest

The Kin Canada name and crest are registered Trademarks of Kin Canada. Clubs wishing to obtain a copy of the Kin Canada crest, to use solely in conjunction with club operations, MUST contact the Communications Department at Headquarters. Once a Master License Agreement has been signed by a member of the club's executive team, the requested crest file(s) will be released to the club and permission is granted for general club operations and for such items as club newsletters, websites, stationery, promotional posters, club regalia (i.e. plaques, banners); and crested club clothing.

Any contemplated usage that falls outside of these general categories requires the express prior approval of Kin Canada's Executive Director or his designate. Contact the Communications Department in this case by fully outlining how and where the crest will be used. A letter of permission will be sent to the club (it will need to be signed as well), before final approval is given.

The Kin Canada crest must not be altered in any way from its original form.

National Service Projects

Kin clubs across Canada often join together to address needs that are larger than those in the community in which the individual club operates. In the past, projects such as "Milk-for-Britain" and the Kinsmen National Institute on Mental Retardation were conducted on a national level with all clubs involved.

Cystic Fibrosis

Nationally, all eight districts are behind cystic fibrosis (CF) fundraising. Money raised is earmarked for research programs to find a cure or control for the disease. The Kin family has raised millions of dollars for CF research. CF was first supported in 1964, and we have supported it ever since. However, it was not until 1987 that CF was officially adopted as a national project.

When Kinsmen and Kinettes first joined the fight against CF, children with the disease were not expected to live past the age of four. But today, because of Kin, children and young adults with cystic fibrosis are often living into their 30s and beyond. For almost every year of Kin support, we have earned an extra year of life for a CF child.

CF is a hereditary disease that affects children and adults. It is currently incurable and involves an uncontrollable output of mucus and other secretions of the exocrine glands. It is, therefore, a respiratory ailment that leads to progressive lung damage and probable death. It affects one in 1,800 children born in Canada.

Various projects and promotions have been used to raise money for CF, such as the sale of Kevin DenBok albums and cassettes, CF bubbles, etc. Many clubs have developed innovative projects of their own, including jog-a-thons, bed races, road tolls, etc. Currently, Cystic Fibrosis Canada raises funds through a national walkathon called Great Strides which some clubs choose to assist. Through these projects, more than \$1 million is raised annually.

As concerned community members, Kinsmen and Kinettes are helping raise money for CF research. Valuable leads to this dreaded disease are being tracked down with Kin dollars. In fact, the Kin family is the major donor for CF research in the world. This is an accomplishment we should all be proud of. With this type of commitment, a cure will surely be found.

The Kin family has demonstrated, with its support of the CF cause, its readiness to meet the challenge. It's this readiness on the national, district and club level that keeps Kin in the forefront of all Canadian service clubs.

Hal Rogers Endowment Fund & Kin Canada Bursaries

Purpose of Fund

This program was set up in 1994, in honour of our founder Hal Rogers, who was keenly interested in education and in helping young people pursue their goal of attending post secondary institutions.

Hal Rogers' goal was to see the association of Kin establish such a fund and he looked to the clubs to financially support it. Years before his death, the concept of developing an endowment fund for the purpose of promoting, encouraging and sponsoring educational programs was discussed with him. His devotion to the concept of education for young people was recognized by the Ontario Secondary School Teachers' Federation, which named him the first recipient of the coveted Lamp of Learning Award in 1950. The Lamp of Learning is awarded annually to a non-teacher who has contributed to the furtherance of education in the Province of Ontario.

Through the Hal Rogers Endowment Fund, more than \$690,000 has been given out to students who are seeking higher education, making Kin Canada Bursaries the second-largest provider of bursaries to Canadian students in the non-corporate world. To date, 691 students have been awarded bursaries of \$1,000 each. This would not have been possible without the tremendous support received from our clubs and members. For this, we extend to you our sincerest appreciation.

Donations to the Fund

Thanks to the generous donations of Kinsmen and Kinettes and members of the public across the country, Kin Canada Bursaries is now the second largest provider of bursaries among service organizations. The success of the program depends upon the generosity of individual members. Thank you for helping us help our future teachers, doctors, nurses, and musicians in their quest for higher learning

In the spirit of giving, your gift, large or small, will definitely make a difference. A donation to the Hal Rogers Endowment Fund is a gift that will impact on the lives of others for years to come. It's a simple and practical way to invest in the future and it will help the Association maintain the ability to contribute in a positive way to our children's education. Your personal donation is also tax deductible.

Planned gifts may either be an outright gift or a deferred gift. Outright gifts are donated for immediate use by the Fund and are often made on an annual basis. Deferred gifts are arranged now but are deferred, for use by the Fund, to a specific time in the future. Examples of deferred gifts are bequests, insurance policies, annuities and memorials. The benefits of planned giving maximizes for you, the donor, and others close to you the available tax, financial, and estate benefits. It ensures that your personal and financial objectives are met. Planned giving is personally rewarding.

Assistance and Eligibility of Bursaries

Assistance to applicants is available for higher learning at a recognized university, community college, technical institute and other schools for advanced education. The Endowment Fund awards \$1,000 bursaries to successful applicants. The amount disbursed in any one year is in accordance with the Fund's balance and its governing laws. Through the fund, our founder's strong belief in the importance of a solid educational background carries on. In Founder Hal's spirit of giving, we too give, and share in the belief of the value of higher education. For all he gave to us, we can share and give back to others in a way in which he himself believed in - the quest for higher learning. Applicants must be Canadian citizens or landed immigrants and must be full-time students in the process of graduating from high school; OR currently studying at a registered post-secondary institution and **plans to be in school the upcoming school year.**

The Club's Role

Clubs play a vital role in the Kin Canada Bursaries program. Not only do clubs forward applications from their area, but they participate in fund-raising events in their communities with proceeds to Kin Canada Bursaries. Clubs are asked to promote the Kin Canada Bursaries to local high schools by December 1st. They are also urged to develop a screening process to review applications and submit one endorsed application form to the Board of Trustees, by March 1st, for consideration. NOTE: clubs that receive 20 or more applications may submit two endorsed applicants for consideration.

Preferred Bursaries

Success of the bursary program depends upon the financial support of Kinsmen, Kinettes, and Kin Clubs and clubs are encouraged to include the Hal Rogers Endowment Fund in their annual budget. A new incentive for club donations has been implemented whereby any club that donates \$2,500 in a single year will be granted a "Preferred Bursary Submission" **in the next year** meaning that they can submit an extra application in addition to their regular submission and any of these "Preferred Bursary Submissions" that qualify for the final scoring round will be automatically awarded. This rewards the club for their sizeable donation, while preserving the integrity of the Kin Canada Bursaries program as all applications that make it to the final round are worthy of our support.

The Hal Rogers Endowment Fund is governed by a Board of Trustees made up of six Kinsmen and/or Kinettes from across the Association. Each year, two new trustees are selected for a three-year term. Trustee applications are available on the Kin Canada website.

Decisions of bursaries to be awarded are made by the trustees in the spring. A minimum of two (2) bursaries per district is awarded each year, based on suitable applicants. For more information, contact Bas Zak at bzak@kincanada.ca

National Disaster Emergency Fund

The purpose of the National Disaster Emergency Fund is to allow the Association access to money that can be given immediately to an area in Canada that is adversely affected by a disaster.

A club in or near the stricken area must come forward with a request to National HQ for assistance together with evidence substantiating the need and any other details that's available. If the criteria are met, an Emergency Committee is convened by the Executive Director. The committee is responsible for reviewing the application and related circumstances, evaluating the merit and any proposed course of action on the part of the applying club. It is then up to the Executive Director and the National President to make a determination on the amount of relief granted, if any, based on the facts that are presented, extent of alternative sources of relief, intended use of funds and any recent history of the Fund providing assistance to the same community/local area.

In a case where there is no club located in the stricken community, a neighboring club can apply. In certain instances, such as when the extent of the damage is such that the local club(s) is temporarily incapacitated, application may be made by a District Executive or Counsel, although this is neither the norm nor the preferred approach. The amount of the grant is established primarily by precedent of previous awards, and by current capacity within the fund. The norm for occurrences within a single community is up to \$10,000.

At the conclusion, the applying club is asked to submit a report to the Executive Director on the total dollars raised and how those are to be used or directed. The process sounds rather involved, but can actually be dealt with quite quickly.

Periodically, a request for additional funds from clubs will be issued to replenish the fund. This donation is payable from your service account. Listed below are communities that have been helped since 1995.

Communities Supported

1998 - Quebec, Ontario, New Brunswick, Ice Storm - \$10,000
2000 - Walkerton, ON - E-Coli Water Tragedy - \$5,000
2002 - Say Hay Western Provinces Hay Project \$20,000
2003 - Peterborough ON, Flood \$3500
2003 - Badger, NL, Flood \$5000
2003 - BBQ Canada \$10,000
2003 - District 4 Fire Relief \$10,000
2003 - District 5 Fire Relief \$10,000
2004 - Peterborough ON, Flood (2nd flood) \$5000
2005 - Stephenville, NL, Flood \$10,000
2010 - Haiti Earthquake Relief \$10,000
2010 - Yorkton, SK, Storm / Flood \$5,000
2010 - Hurricane Igor Relief \$5,000
2010 - Eastern Charlotte Flood Relief \$10,000

