

**STRATEGIC PLAN
TEXAS-OKLAHOMA DISTRICT
KIWANIS INTERNATIONAL
2024-2026**

OVERVIEW

Governor Kathy Culbertson presented five overarching goals for the Texas – Oklahoma District of Kiwanis International upon her election to the governorship. These were not goals for her term as governor, but instead were statements of goals, the accomplishment of which, she considered to be keys to the future success of the District. The goals presented were to guide the District immediately and for the near future.

The Governor appointed a Long Range Planning Committee to bring the goals into operational form. The committee was charged with developing objectives and strategies for each goal. These objectives and strategies were to direct the efforts of the District and clubs toward the accomplishment of the goals. Governor Culbertson met with the committee in October, 2023, to share with the members her concerns, intentions, and hopes for the goals she had enunciated for the District. The committee was made up of the following District leaders:

Kathy Culbertson
Paul Heinz
Al Richard
Claude Cunningham*

Bobby Quinten
Susan Hennum
Monty Murry

Patrick McCage
Marshall Kregel
Faye Dodson^

*Facilitator

^Scribe

The Long Range Planning Committee addressed each goal individually, considering a single goal each month. Goal One was considered in November, 2023, followed by Goals Two through Five in January through April, 2024. The committee's process was to thoroughly discuss the issue addressed by goal under consideration before beginning the task of developing the objective and strategies. They then developed a draft objective that generally met the requirements of a S.M.A.R.T. objective. The committee then brainstormed strategies that would lead to accomplishment of the draft objective. Finally, they edited, reworded, and altered the objective and strategies until the draft was satisfactory.

One serious issue considered by the committee was the completion horizon for the goals and objectives. Given the nature of the goals, and Governor Culbertson vision for the goals, the committee determined that the goals should not be for just one year, but should be for at least two years. The completion date included in the objectives was therefore set as September 30, 2026. Governor Elect Quinten agreed to this date and to use the objectives during his term as governor.

The Committee Scribe and Facilitator finalized each month's work and sent it out to the committee for a final review. After all five goals had been addressed and reviewed, a final document was prepared and submitted to the committee for final review.

The plan which follows is the result of this process.

Goal 1:

Membership and Engagement

Build, nurture, and retain, a growing Kiwanis membership

Objective 1:

By September 30, 2026, the membership of the T-O District will be increased to 7500 members

Strategies:

- *Open a minimum of 20 new clubs by September 30, 2026.
- *Reenergize a minimum of 10 clubs currently below charter strength by September 30, 2025.
- *Experience 0 club closures in the 24-25 Kiwanis Year.
- *Encourage clubs to use available membership surveys of satisfaction and service needs to refocus club efforts.
- *Identify strong Kiwanis leaders with skills in languages other than English to engage in club building.
- *Identify and train Lt. Governors for all divisions.
- *Identify and train additional Club Coaches and encourage their use by clubs.
- *Keep successful Club Opening teams together and use with multiple potential club sites.
- *Identify service programs/projects of wide interest for District-wide service activity/focus.
- *Find low effort, high impact service activities to increase club engagement.
- *Have fun!

GOAL 2

Leadership and Education

Develop competent, confident, and caring leaders across the Kiwanis family.

Objective 2:

By September 30, 2026, 100% of club, division, and District offices will be filled with meaningfully trained individuals.

Strategies:

- *Identify a group of members to examine existing Club Leadership Education (CLE) materials for position specific skills (leadership, organization, interpersonal skills, and pro-active action, etc.).
- *Develop needed T-O specific revisions to current KI supplied CLE training materials.
- *Expand leadership training to include follow up training activities.
- *Expand current leadership training at all levels to include proven strategies to build membership and member engagement.
- *Emphasize face to face training for all levels and develop a strategy for this to occur.
- *Create a library of on demand E-Learning materials covering specific leadership topics.
- *Implement timely training to begin immediately after elections held in April and completed in July when the district convention is held.

Or, more simply:

- *Examine and revise as necessary KI CLE Training material
- *Develop training follow-up
- *All Club Leadership Education for all regions are face to face
- *Create an on-demand E-Learning library
- *Training to be held between elections (April) and DCON (July)

Goal 3:

Community Impact

Perform meaningful service, with service to children as our priority.

Objective 3:

By September 30, 2026, 100% of Kiwanis .clubs in the Texas-Oklahoma District will have established and documented a program of on-going community service.

Strategies:

- *Explore, identify and implement District-Wide service projects.
- *Expand the current disaster relief program and publicize it.
- *Identify specific community needs and develop programs to address them.
- *Utilize Club Counselors, or other appropriately trained leaders, to support clubs as they develop community service activities.
- *Expand total K Family involvement in all service activities.
- *Develop a plan to expand and enhance visibility of club service activities.

Goal 4:

Financial Viability

Ensure financial viability and responsible stewardship

Objective 4:

By September 30, 2026, the T-O District will have budgeted funds to support membership growth and engagement projects in identified clubs, resulting in a positive impact on District membership.

Strategies:

- *Ensure fiduciary health, transparency, and accountability throughout the District, the Divisions, and Clubs.
- *Identify, recruit, and train a cadre of volunteer grant writers to assist the District and clubs pursue outside funding.
- *Stress at all leadership levels the connection between membership growth and financial viability.
- *Expand the mission of the Texas-Oklahoma Foundation to more broadly serve the financial needs of the District.
- *Appropriately fund the Marketing of the District to be more focused on growth.
- *Develop and implement an internal program to assist struggling and start up clubs qualify for external funding.
- *Identify and engage a District-wide support partner using appropriate recruiting messaging.
- *Provide clubs with ideas for successful fund raising activities.

Goal 5:

Branding and Image

Enhance Kiwanis image and brand world-wide

Objective 5:

By September 30, 2026, devise a way to enhance the positive public identity of Kiwanis International in every community hosting a Kiwanis Club through thoughtful, obvious Kiwanis brand visibility.

Strategies:

- *Each Kiwanis Club will develop a means of showing their pride and loyalty to the K brand through its visible public display at service, fund raising activities in their community
- *Provide “elevator speech” training to all members through their clubs
- *Implement Kiwanis led and branded service activities in each Kiwanis home community
- *Each Kiwanis Club will develop or expand its timely, robust social media presence
- *Develop and distribute content for podcasts, internet posting, etc.
- *Increase Marketing budget at the T-O District level by double
- *Marketing merchandise, e.g., tee shirts, coloring books, table clothes, will be purchased from and sales receipts deposited into the District Store account
- *Establish a benefit to individual clubs which establish or expand their Kiwanis public visibility
- *Each club will focus enhanced effort in recruiting and enrolling corporate partners and members
- *Expand the involvement of all K Family members in all Kiwanis community activities
- *Develop the habit of asking new and potential members what they know about Kiwanis and why they joined Kiwanis
- *Each club will develop and implement a systematic member recognition program

FINAL THOUGHTS AND RECOMMENDATIONS

For any organization to remain viable and thrive, it must attend to a few, but critical, issues. The Texas – Oklahoma District of Kiwanis International is no different. The Strategic Plan presented here attempts to provide a roadmap for the District to follow as it moves forward in the near future.

The District has faced many issues over the past 20 years; falling membership, inconsistent leadership, loss of recognized community impact, financial difficulties, and invisibility. It has been said that, “Kiwanis International is the largest, worldwide service organization that no one has ever heard of”. This is certainly true for the Texas – Oklahoma District. And, perhaps that is as it should be. Even with this recent history, the District has addressed its issues in a hit and miss manner. The goals enunciated by Governor Culbertson will direct the District to face its issues and apply direct effort toward solving them.

One of the issues not addressed in the goals in this plan is the one that holds the greatest threat to the accomplishment of them. That issue, often held in silence, is that there are clubs within the District which may not choose to buy into this plan, as they choose to march to their own drummer. Clubs which choose to be Kiwanis in name only. Those which never participate in conventions or training. How do we help them to engage? How will we hold them accountable to become a part of the District? These questions remain unanswered. Without the answers to these questions we will not likely be successful.

Regarding the implementation of the Long Range Plan, the committee submits the following recommendations for consideration by the District Council:

The Long Range Planning Committee should be reappointed for the 2024 – 2025 Kiwanis term.

Keeping the committee together will enhance the Plan’s possibility of success

The Long Range Planning Committee should be charged with assessing the progress of District toward accomplishment of this plan in September, 2025, and September, 2026.

Without regular assessment, the plan will lose direction and emphasis

The Long Range Planning Committee believes that strengthening the ongoing connections among the various components of the District, Board, Foundation, Divisions and Clubs, is critical to the plan’s success.

Many of the ongoing, long term issues confronted by our District will be relieved when we build a more cohesive organization from top to bottom.

The Strategic Plan should be revised based on the assessment results in 2025 and 2026.

If the plan is not revised, it will become dated and lose its meaning and impact