



<p style="text-align: center;">KIWANIS INTERNATIONAL SPECIAL COMMITTEE ON STRUCTURE FINAL REPORT: JUNE 13, 2006</p>
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INTRODUCTION

Since the issuance of its Interim Report, dated December 16, 2005 and distributed at the January 4-8, 2006 meeting of Council, the Special Committee on Structure ("the Committee") has held two meetings, March 24-25 in Indianapolis, and May 26-27 in Washington, D.C. (to avoid the Indy 500 crowds in Indianapolis).

The March meeting was devoted mainly to revisiting almost every preliminary consensus reached at our first meeting, in October 2005, in the light of the approximately 100 responses received as per our invitation and request in the Interim Report. (President Steve Siemens sent a personalized and signed letter of thanks to every respondent; see attached Exhibit A). The meeting yielded a number of significant changes from the committee's original proposals. Also, we had the benefit of President Steve's attendance and input, including his advice that our next meeting, in May, should be our last, to be followed by a final report, a teleconference with the Board before the Montréal convention, and the appointment of Board-driven task forces to address the recommendations in the final report.

The May meeting took up two major items not addressed in March and then again revisited every issue along with the perceived benefits to our member clubs and their members of each of the Committee's recommendations, and the very-recently-received Report of the Special European Subcommittee on Structure ("the Sub-Committee). In attendance were all Committee members except Stewart LaBrooy whose aged mother's sudden serious illness required his last minute cancellation, and Peter Wüllenweber who was unable to attend due to important conflicts and who, with the approval of Kiwanis International, was ably replaced at this meeting by Herman Pittomvils, Past K.I. Trustee and currently the Secretary of KI-EF.

There follow the committee's final recommendations to the Board on all the matters relating to Structure identified in the Interim Report, plus a few additional matters and comments. They represent a consensus of the committee members on each topic. The *Benefits to Clubs and Members* listed are in addition to other organizational benefits, many of which are specified in the Interim Report.

RECOMMENDATIONS AND BENEFITS TO CLUBS AND MEMBERS

I. DISTRICTS, REGIONS, AND REGIONAL SERVICE CENTERS (RSCs)

For the reasons specified in the Interim Report, the Committee recommends that the Board make the following changes in our worldwide structure or, where required, submit implementing Bylaw amendments to our International convention delegates:

Recommendation #1 – Redraw district boundaries worldwide to create districts of approximately equal size of 50-100 clubs, with strong consideration given to language, geography and culture.

Recommendation #2 – Provide for club delegates to attend a conference in each new district to elect (only) a governor, governor-elect, and vice-governor annually who would lead and administer their district (replacing the present district Boards, divisions, lieutenant governors, district trustees, if any, district bylaws and district dues), and be trained by KI in their Regions or at a central location. Where appropriate, the Governor could be authorized to appoint volunteers to assist him, but not be considered “official” or funded or recognized by KI.

Recommendation #3 – Provide for clubs to be serviced by KI via Regional Service Centers (RSCs) with professional staffs and a limited number of volunteer committees, in lieu of the present district offices.

Recommendation #4 – Leave present Regions II, III, IV and V and the RSCs in Gent, Singapore and Bogotá unchanged for the foreseeable future; subdivide present Region I into three U.S. Regions called I-A, I-B, and I-C for electoral purposes; and establish five (5) RSCs to service clubs in North America. (This recommendation is integrally related to Recommendation #1 and #2 because savings resulting from the elimination of district and division dues would fund the operation of the RSCs.)

Benefits to Clubs and Members of Recommendations #1, #2, #3, and #4:

- Lower cost of membership (elimination of district and division dues and reduction of club dues because with the elimination of district conventions and mid-year conferences no delegate subsidies would be required);
- Opportunity for more Kiwanians to eventually serve as governor (more districts);
- Governor position would become more appealing and feasible because of reduced time commitment (smaller geographic areas; no division visits; no district convention to plan, staff and supervise);
- Governor would be enabled to focus more on counseling weak clubs vs. focusing on division meetings, district board meetings, and planning and hosting large district conventions;
- Cost savings to clubs and members from efficiencies of scale resulting from RSCs providing member services rather than many district offices;

- Higher quality education and standardized training of club leadership by professional RSC staffs (e.g. Kiwanis University); new opportunities for personal development;
- Assistance to clubs with strategic planning;
- Less confusion and more focus among members because with fewer levels of management KI is better able to deliver a consistent organizational message;
- Increased focus on new club openings (with regional development managers, the International President's focus would more likely become the Governor's focus; more new clubs = more Kiwanians = reduced overall cost per member).

Recommendation #5 – Provide for annual Regional Conferences, to be held at the International Convention, at which club delegates would elect their trustees to serve three-year terms on the International Board.

Benefits to Clubs and Members of Recommendation #5:

- Would increase the ability of our smaller present districts to elect trustees;
- Would increase the likelihood that Trustee-candidates would be known personally by club delegates.

II. FEDERATIONS

The committee believes that a uniform governance structure throughout the Kiwanis world would more than any other possible structure tend to ensure that Kiwanis as a single, unified and “branded” global organization would survive and thrive. The Committee’s nearly unanimous consensus is that the views of the European Sub-Committee, were they to be implemented, would result in largely independent regional organizations loosely knit together under the Kiwanis name, not a single truly global organization.

While the Sub-Committee is in agreement with a few of the Committee’s recommendations, in the main, because of its essentially different interpretation of the Strategic Plan’s call for a “dynamic regional structure which would support clubs and members worldwide and provide enough flexibility to respond to local needs, cultures and interests...and ensure global representation,” and its different views on what constitutes a worldwide organization, the Sub-Committee’s Report which is attached hereto as “Exhibit B” urges a markedly different path for the worldwide governance of KI than the uniform structure recommended by the Committee. This is true, in the Committee’s opinion, even though the Regions contemplated by the Sub-Committee would exercise their “full authority” (as to most matters) “under the supervision of the KI Board.” (Please study Exhibit B).

Recommendation #6 – Move to bring KI’s worldwide governance structure into accord with the proposed new global Regional and District structure.

Benefits to Clubs and Members of Recommendation #6:

- Would reduce cost of membership by requiring only International and club dues;
- By eliminating one structural governance level, would lessen confusion among clubs and members and tend to concentrate their attention and resources on a single Kiwanis message and on club-level service activities and fellowship.

Recommendation #7 – Submit for delegate action, in tandem with Board action on Recommendation #6, an amendment to our Bylaws which would expressly authorize the Board to receive and act upon requests and proposals from Regions and Districts for specific variations from the KI Bylaws relating to governance and structural matters, based upon local needs and interests and differences in customs, traditions and mores.

Benefits to Clubs and Members of Recommendation #7:

- Would demonstrate to clubs and members that KI is willing to listen and, where appropriate, to adapt to local concerns;
- Would enable the Board to adapt without requiring delegate action on each request/proposal.

III. OFFICERS AND DUTIES OF OFFICERS

The committee again discussed the very important matter of institutionalizing a process aimed at ensuring the best possible choice of a top leader of our organization every year, and then enabling him or her to function at his or her greatest effectiveness and potential.

Recommendation #8: - Change our present system of electing our future presidents to one basically involving a broadly-based and democratically-chosen committee which would nominate two individuals from anywhere in the Kiwanis world for submission to club delegates at the International convention, for a vote. (Two Committee members have developed a very detailed and excellent presentation on this Recommendation, which was enthusiastically approved by the Committee. Please study attached Exhibit C).

Recommendation #9 – Make a significant change in the currently specified roles of our President and Immediate Past President to, in effect, divide the present almost-overwhelming job of President into two: The President doing the traveling and being the “face” of Kiwanis throughout the world, and the Immediate Past President handling the innumerable administration tasks, meetings, etc., now burdening the President.

Benefits to Clubs and Members of Recommendations #8 and #9:

- Anything which tends to improve the willingness and ability of the best qualified Kiwanian to serve as International President and the individual’s performance in that position makes for a better Kiwanis and improved relations between KI and its clubs and members;

- The proposed nominating committee system would foster diversity within KI which might well benefit clubs' local image and member recruitment;
- Eliminating the air of competition in the Boardroom would tend to ensure a more independent and effective Board focused on the Strategic Plan, membership growth and cost control.

IV. BOARD OF TRUSTEES

Regions' club delegates would continue to elect their International Trustees, with adaptations relating to the sub-dividing of Region I into three (3) U.S. Regions, for electoral purposes.

Recommendation #10 – Provide for each new U.S. Region's delegates to elect three (3) KI Trustees to serve three-year terms, allowing for one Trustee to be elected at each annual Regional Conference, such conference to be held at the International Convention.

V. INTERNATIONAL COUNCIL

Recommendation #11 - Eliminate the International Council, replacing its legislative function with legislation occurring at every third annual International convention.

Benefits to Clubs and Members of Recommendation #11:

- Reduces costs to KI and ultimately to the clubs and members.
- By eliminating this mandated KI conference from the (increased number) of District governors' schedules we free them for more district-and club-related work.

VI. INTERNATIONAL CONVENTION

Our International convention's purpose and program would change somewhat under the Committee's recommendations, and be re-scheduled to solve the "summer doldrums" problem. (The Committee is aware that the Board will present an amendment in San Antonio to provide for funding our conventions via club/member dues; hence there is no recommendation on the matter. The Committee agrees that that should be done.)

Recommendation #12: Provide for legislation to occur only at International conventions and only every third year (with the possible exceptions of "emergency" amendments submitted by the Board); hold Regional elections at the annual International conventions; and reschedule conventions to be held in September (in lieu of changing the administrative year, which had been proposed to solve the "summer doldrums" problem).

Benefits to Clubs and Members of Recommendation #12:

- Scaling back time now devoted to proposed Bylaw Amendments would allow more time for fellowship, education and training, and special activities;
- Would remove from the convention program in two out of three years what many delegates consider "boring" and lengthy debates on amendments;

- A September convention would enable a “jump start” for attending club leaders. The fresh ideas received and the enthusiasm generated could be implemented and harnessed immediately, and wouldn’t have two summer months to wane.

VII. COMMITTEES

The Committee is under the impression that the Board is moving toward changing the Standing Committee on Resolutions to a Standing Committee on Resolutions and Bylaws, and that it has no plans to propose changes to the Standing Committee on Past International Presidents, hence there are no recommendations on those matters (the Committee favors both of those positions).

VIII. MISCELLANEOUS COMMENTS

- Recommendations #5 and #8 through #12 are seen by the Committee as stand-alone proposals which can and should be considered and implemented even under our present structure, separately from each other and from the other recommendations.
- Recommendations #1 through #4, and #6 and #7 are seen as related parts of the needed dramatic restructuring of our global organization, which should be considered and implemented together.
- Bylaw amendments would of course be required to implement nearly all of the recommendations; it is therefore important that key decisions be made as soon as possible and the necessary education of clubs and members begin and proceed in earnest.
- Perceived “*Benefits to Clubs and Members*” are listed because some responses to the Interim Report suggested that the needs and desires and best interests of the local clubs and Kiwanians were not taken into account. (In fact, they were, after studying the responses to the Interim Report, as witness the many changes from the Interim Report reflected in this Final Report.)
- The Committee is aware that much remains to be done; rest assured we have done our best.

IX. CONCLUDING REMARKS

As Committee Chair, I thank the Officers and Board for the caliber of the Kiwanis leaders appointed to the Committee and for the confidence in us which was shown by our appointment. Without exception we have all taken this important assignment very seriously and dedicated ourselves conscientiously to developing recommendations seen as in the best interest of our entire organization. I cannot thank our committee members and staff enough.

As you surely well know, this is not the first committee to deal with many of these matters. One could demonstrate that structural issues have been before us almost from the very beginning, and many committees comprised of very knowledgeable and experienced Kiwanis leaders have made numerous recommendations to their years’

Boards. Some recommendations, arguably too few, have been approved and implemented; many which addressed the same issues which were before this current committee were not.

Believe it or not, it was only *after* our work was done that one of our Committee members shared with us three documents of great interest and relevance to our assignment, one from the 1960s and two from the 1990s. They are attached as Exhibits D, E, and F; they are worth some of your precious time to read. It is amazing how our work product unintentionally mirrors the thoughts and recommendations of the earlier Kiwanis leaders, and yet...And yet, the most far-reaching and potentially beneficial of their recommendations have not been acted upon.

The fate of the recommendations in this Final Report remains to be seen, and of course depends upon this Board.

Respectfully submitted,

Anton J. Kaiser, Chairman and Past International President (New York District)

Robert L. Moore, Vice-Chairman and Past International President (Florida District)

Frederick W. Bishop, International Trustee (New England District)

Jackie Bledsoe, former Club Development Manager (Capital District)

William A. Brown, Member, Kiwanis International Foundation Board (Indiana District)

Antonio R. Burón, Past Governor (Andean and Central America District)

Astbjörn Egilsson, Past President, Kiwanis International-European Federation (Iceland-Faroes District)

Jane Erickson, Treasurer, Kiwanis International Foundation Board, and Past Governor (Nebraska-Iowa District)

Ed Fedun, Past International Trustee (Western Canada District)

Stewart LaBrooy, Past Governor (Malaysia District)

Eduard T. Sedillo, Past Governor and former Chairman, Kiwanis Asia-Pacific Board (Philippine South District)

Walter G. Sellers, Past International President (Ohio District)

Peter Wüllenweber, 2004-05 President, Kiwanis International-European Federation (Germany District)