

Officers Manual

District 4-C4



We Serve

Prepared by GLT/GMT

July 1, 2014

Officers Manual

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The District Guidelines are outlined in the District Policy and Procedure Manual. Any member of District 4C4 may download the District Policy and Procedure Manual from the District web site. The District web site is located at www/lions4c4.org

Introduction

Section A

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Introduction

This Club Officers Training Manual is designed with the hope that it will help you to become a better member and stronger leader, not only in your Club but also with your family, in business and in all facets of your personal life.

With these things in mind, this On Going Training Course is dedicated to you, the LIONS, who are devoting your time and effort to the improvements of your respective Lions Clubs in District 4-C4.

Your Global Leadership Team and Global Membership Team sincerely hope you use the knowledge you gain from this workbook along with your attendance through this course. Not only for your own personal gain, but that you share your knowledge with your fellow Club members. In so doing, you will be building a growing strength in your club, our District and in Lions International.

This manual contains helpful information to guide you through your year as a club officer. The association recognizes that each Lions Club is unique, and people have diverse management styles. To accommodate these facts, there is a great deal of latitude in how you choose to manage your club as long as you follow

Visit the LCI web site, www.lionsclubsinternational.org, to browse the information center to supplement your year's plans.

Dedicated to, YOU, the Lion Members of District 4C-4

Your Membership Development Committee,

Lion PDG Mel Phillips, GLT
Lion PCC Emil Kantola, GMT

ACKNOWLEDGEMENTS

The Club Officer Training Workshop you have just participated in has been taken from the Leadership Development Program developed by *Lions International, Oakbrook*, in conjunction with selected District Governors and Leadership Chairs over the past several years.

Born from the recognition that a formal training program for Lions everywhere was necessary for the continued growth of Lionism throughout the world, the current program includes new officer training, leadership skills development, membership development and retention, with plans to expand into more areas as the need is recognized and brought forward.

We wish to thank the following contributors to this Manual and Training Program. PDG Mel Phillips, PDG Ray Rosenthal, PDG Ken Ibarra, PCC Emil Kantola, PDG Ray Kliwer

Club Presidents

Section B

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Club Presidents General Responsibility's

A. Preplanning

1. Establish and set your goals for the year
2. Develop your action plan
3. Decide which portions of your action plan will be delegated and to whom, use you're vice president's.
4. Appoint and empower your committee chairs.
5. Choose service and fund raising projects.
6. Familiarize yourself with LCI Website, www.lionsclubsinternational.org

B. On-going throughout the year

1. Preside at club meetings
2. Manage your vice presidents, they should have the responsibility of managing the club's committee's
3. Proper communications
4. Think through Membership issues
5. Club advancement
6. Attend Zone Meetings, Cabinet meetings and Conventions
7. Prepare for the Governor's visit.

C. Year End

1. Planning club officers installation
2. Recognition of members
3. Order club supplies
4. Streamline the incoming officers transition to leadership

INTRODUCTION

Congratulations! Serving as a club officer is a privilege and honor bestowed upon you by club members. Through your election, your peers have recognized your leadership skills and potential to manage the club effectively. Your term in office will offer many opportunities to learn new skills, enhance the experience of others, and grow as a leader. By taking advantage of the many opportunities to learn and grow, your term can have personal and professional development benefits that will last a lifetime.

All of the members of your club are part of your team, and it is the club officers' responsibility to guide members toward reaching the club's goals. Every member has his/her important role to fill, and by working together, your club will be able to meet its full potential and serve a vital role in your community.

This manual contains helpful information to guide you through your year as a club officer. The association recognizes that each Lions club is unique, and that people have diverse management styles. To accommodate these facts, there is a great deal of latitude in how you choose to manage your club as long as you follow the basic club requirements set forth in the *Standard Form Lions Club Constitution and By-Laws*.

TEAMWORK

In today's rapidly changing world, individuals must blend their family demands, work commitments and volunteer work. While the responsibilities of an individual club officer may be

demanding, he/she is able to share challenges, ideas and perspectives with fellow officers. This *club officer team* concept fosters collaboration and provides a shared focus and approach to club administration.

The club president, secretary and treasurer comprise the core of the club officer team, working together to provide effective club leadership. The club president, in addition to supervising overall club operations, is responsible for developing team strategies, coaching and motivating the team members, and monitoring overall performance of the team.

This collaborative team approach not only can improve club administration, but it also enables each officer to be more confident and effective. Collaboration ensures more effective use of individual talents. No individual Lion possesses all of the knowledge, skills and experience required to effectively operate a club alone. By working together, the effectiveness of the club officers can be maximized as we take advantage of the special knowledge and skill set each represents.

Collaboration is a source of stimulation and creativity. Open, consistent communication and sharing of challenges, opportunities and ideas can generate new insight or perspectives that an individual would not have discovered. Club officers can assist each other as they tackle challenges and address issues.

Collaboration supports the achievement of goals in a timelier manner. By club officers communicating their specific objectives to each other, each, while focusing on their own responsibilities, can supplement the efforts of the other. The result can be attainment of club goals in a shorter time frame.

As the key leader in each club, the president can be extremely busy. Effectively delegating responsibilities as appropriate to club officer team members can enhance the management and general operations of the club, while preparing them for future leadership roles.

In the club officer team, like all effective teams, each member has been assigned specific responsibilities and tasks for which they are accountable. An overview of each of these positions is in the pages that follow.

What You Should Know

Your Manual

Your Club President's manual has been revised completely to reflect the changing needs of Club Presidents everywhere. Its content was determined largely by a survey of more than 2,000 Presidents in all countries. The vast majority of Presidents said that they wanted a manual that was brief, of practical help, appealing to look at, and free from any one culture or region of Lionism. We hope you will agree that your manual is all of this and more. While your manual contains all the essential information need to be a President. It duplicates very little of other materials and information: nor does it contain those specific methods of how to do things, which vary from Club to Club and which can best be developed by the Club or District itself.

Objects of Lions Clubs International

- To create and foster a spirit of understanding among the peoples of the world.
- To promote the principles of good government and good citizenship.
- To take an active interest in the civic, cultural, social and moral welfare of the community.
- To unite the clubs in the bonds of friendship, good fellowship and mutual

understanding.

- To provide a forum for the open discussion of all matters of public interest: provided. However, that partisan politics and sectarian religion shall not be debated by Club members.
- To encourage service-minded men to serve their community without personal financial reward. And to encourage efficiency and promote high ethical standards in commerce, industry, professions, public works and private endeavors.

Lionism Is International

All Club Presidents belong to an "international family" of Club Presidents. They are the tens of thousands of leaders like you who, though they may never meet, are united by the same mission to serve people in need. What you do or don't do as Club President will somehow someday, affect Lions in more than 200 countries. Although you will be concerned primarily with your own Club and community, your Club's strength, its reputation, and its spirit ultimately depend on the things it does in concert with Lions everywhere. Your obligation as a Lion leader is to accomplish both your Club's international and its community mission. As you strive towards your goals, remember that your International Headquarters exists to serve you and that it:

- Annually administers several hundred programs with a staff of more than 350 employees of 40 different nationalities.
- Operates an annual International Convention that has more international fellowship and instruction than probably any other organization in the world.
- Administers the Lions Clubs International Foundation for worldwide humanitarian programs, annually funded by Lions donations of several million dollars.
- Publishes materials and responds to correspondence in ten languages.
- Monitors production of more than 20 editions in different languages of THE LION magazine.
- Plans details of more than a million miles of annual travel for its Executive Officers and International Directors.
- Annually mails several million supply items.

The Rewards of Leadership

If you are sometimes criticized and feel tension and periods of loneliness, know that this comes with being an effective leader. But your rough times will not compare to the sense of great reward a Club President feels when, at the end of his year, he/she can say: "I got the job done and I kept my 'team' together."



How Lions Clubs International Is Organized

Eight or less Clubs make up a Zone, and Zones form a Region, which has at least 16 Clubs. Zones are administered by Zone Chairmen and Regions by Region Chairmen. Regions are the main divisions of a District, which has at least 35 Clubs. Most Districts are part of a Multiple District, which is administered by a Multiple District Council of Governors. Each Lions Club is in one of seven geographical areas, which is represented by at least one International Director.

Using Your Association's Resources

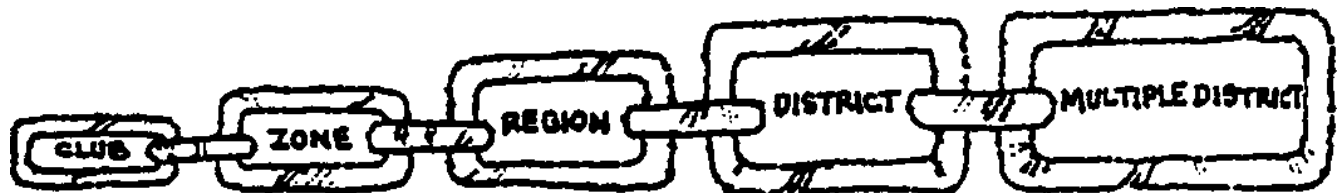
A Club President would be amazed to know of the many Lions who are available to help the President succeed. District Governors, Region Chairmen and Zone Chairmen are committed to visiting each Club to answer questions and discuss your problems. Invite them! There is also

the District Leadership Development Chairman or Lion Trainer who, with other experienced Lions, wants you to participate in his various leadership workshops, especially the Club Officers School. Don't miss the opportunity to prepare yourself. Your Zone Chairman will be pleased to see you at his three or four annual "advisory committee" meetings, of which all Club Presidents and Secretaries are members. There you can exchange ideas with other Presidents and be kept updated on current events which you might not hear about until several weeks later. And, of course, you are invited to visit your International Headquarters building.

Moving Up in Lionism

1. The Club membership elects Club Officers and, at the International Convention, elects the Association's International Directors and Executive Officers, and approves or disapproves amendments to the International Constitution and By-Laws.
2. Club President is appointed Zone Chairman.
3. Zone Chairman is appointed Region Chairman.
4. Region Chairman is elected Vice District Governor.
5. Vice District Governor is elected District Governor.
6. District Governor is selected or elected Multiple District Council Chairman.
7. Past District Governor is, elected International Director at the International Convention.
8. Past International Director is elected Second Vice President at the International Convention and is elected successively to International President.

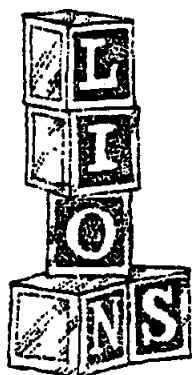
Typical Structure of a Multiple District



CLUB LEADERSHIP

Teamwork is one of the keys to successful club management. Club officers can collectively shape the way in which they work together that will be best for all concerned. There are, however, specific responsibilities and areas of authority for each club officer. Using these as a guide, your leadership team can determine the most effective way to manage your club throughout the year.

Goals and Duties



THE GOAL OR PURPOSE OF A LIONS CLUB IS THE SAME AS THAT OF THE ASSOCIATION TO WHICH IT BELONGS: THAT IS, TO USE ITS OWN UNIQUE RESOURCES TO CONTINUALLY FULFILL THE OBJECTS OF LIONS CLUBS INTERNATIONAL.

Duties

The duties listed below are from the standard form Lions Clubs Constitution and By-Laws. More detailed information can be found in the "Committee" sheets provided on the Lions Clubs International web site. The standard form is recommended for adoption by a Lions Club as its official, local Club Constitution

and By-Laws. It governs the operation of any Lions Club that has not adopted its own Constitution and By-Laws. Any matter not covered by the Constitution and By-Laws of the International Association. Multiple District or District or the International Board Policy, can be covered by a Club's own constitution and by-laws providing it does not conflict with these other mentioned authorities.

President

He/she is the chief executive officer of the club who presides at all meetings of the board of directors and the club. The president issues the call for regular meetings and special meetings of the board of directors and the club, and appoints the standing and special committees of the club while cooperating with chairpersons to ensure regular functioning and reporting of such committees. He/she sees that officers are elected as provided for by the constitution and by-laws, and cooperates as an active member of the district governor's advisory committee of the zone in which this club is located.

The club president has no absolute authority. The president's authority to act must come from directives from the board of directors, the club as a whole, the club's constitution and by-laws, or the Standard Form Lions Club Constitution and By-Laws.

Immediate Past President

He/she with the other past presidents officially greet members and their guests at club meetings and represent the club in welcoming all new service-minded people in the community served by the club.

Vice President(s)

If the president is unable to perform the duties of his/her office for any reason, the vice president next in rank shall occupy his/her position and perform his/her duties with the same authority as the president. Each vice president shall, under the direction of the president, oversee the functioning of such committees of the club as the president designates.

Secretary

He/she is under He/she is under the supervision and direction of the president and the board of directors, and is the liaison officer between the club and the district (single or sub and multiple) in which the club is located, and the association. The secretary:

1. Submits regular monthly membership reports, service activity reports and other reports specified by the association.
2. Submits upon request reports to the district governor's cabinet including copies of monthly membership and activities reports.
3. Cooperates with and serves as an active member of the district governor's advisory committee of the zone in which the club is located.
4. Has custody of and maintains general records of the club, including minutes
5. of club and board meetings; attendance; committee appointments; elections; member information, addresses and telephone numbers of members; members club accounts
6. Arranges for issuance, in cooperation with the treasurer, of quarterly or semi-annual statements to each member for dues and other financial obligations owed to the club, collects and turns dues over to the club treasurer and obtains a receipt.

7. Gives bond for the faithful discharge of his/her office in the sum and with surety as determined by the board of directors.
8. Delivers in a timely manner, at the end of his/her term, the general records of the club to his/her successor.

Treasurer

He/she shall:

1. Receive all monies from the secretary and deposit the currency in a bank or banks recommended by the finance committee and approved by the board of directors.
2. Pay the club's obligations authorized by the board of directors. All checks and vouchers shall be signed by the treasurer and countersigned by one other officer, determined by the board of directors.
3. Have custody of and maintain general records of club receipts and disbursements.
4. Prepare and submit monthly and semi-annual financial reports to the board of directors of the club.
5. Give bond for the faithful discharge of his/her office in the sum and with surety as determined by the board of directors.
6. Deliver in a timely manner, at the end of his/her term, the financial accounts, funds and records of the club to his/her successor

Membership Director

The membership director is the chairperson of the membership committee. For more detailed guidance, refer to the Club Membership Chairperson manual. His/her responsibilities include:

1. Development of a club membership growth program and presenting the program to the board of directors for approval.
2. Regular encouragement at club meetings of recruiting new quality members.
3. Ensuring implementation of proper recruitment and retention procedures
4. Preparing and implementing member orientation sessions.
5. Reporting to the board of directors' ways to reduce the loss of members.
6. Coordinating with other club committees in fulfilling these responsibilities.
7. Serving as a member of the zone level membership committee.

Board of Directors

The members of the board of directors are the president, immediate past president, vice president(s), secretary, treasurer, Lion tamer, tail twister, membership director, branch coordinator, if designated, and all other elected directors.

What the board of directors can and cannot do by itself is set forth in the Standard Form Lions Club Constitution and By-Laws. This information is published on the association's Web site. Similar information may be referenced in the club's constitution and by-laws.

Any club rule, procedure, by-law or constitutional provision that is contrary to the constitution and by-laws of the club, district, multiple district or the International Constitution and By-Laws (LA-1) is not valid.

The board of directors shall have the following duties and powers:

1. It is the executive board of the club and is responsible for the execution, through the club officers, of the policies approved by the club. All new business and policy of the club shall be considered and shaped, first, by the board of directors for presentation to and approval by the club members at a regular or special club meeting.
2. It authorizes all expenditures and shall not create any indebtedness beyond the current income of this club, nor authorize disbursement of club funds for purposes inconsistent with the business and policy authorized by the club membership.
3. It has the power to modify, override or rescind the action of any officer of the club.
4. It ensures that the books, accounts and operations of the club are audited annually or, at its discretion, more frequently and may require an accounting or have an audit made of the handling of any club funds by any officer, committee or member of the club. Any member of the club in good standing may inspect the audit or accounting upon request at a reasonable time and place.
5. It appoints, on recommendation of the finance committee, a bank or banks for the deposit of the funds of the club.
6. It appoints the surety for the bonding (insurance) of any officer of the club.
7. It does not authorize, nor permit, the expenditure, for any administrative purpose, of the net income of projects or activities of the club by which funds are raised from the public.
8. It shall submit all matters of new business and policy to the respective standing or special club committee for study and recommendation to the board.
9. It appoints, subject to approval of the club membership, the delegates and alternates of the club to district (single, sub- or multiple) and international conventions.
10. It maintains at least two (2) separate funds governed by generally accepted accounting practices. The first fund to record administrative monies such as dues, tail twisting fines and other internally raised club funds. A second fund is to be established to record activity or public welfare monies raised by asking support from the public. Disbursement from such funds is to be in strict compliance with item (7) above.

Lion Tamer

The Lion tamer is responsible for the property and paraphernalia of the club, including flags, banners, gong, gavel, song books, etc. He/she puts each item in its proper place before every meeting and returns the items to the proper storage area after each meeting.

He/she acts as sergeant-at-arms at meetings, seeing that those present are properly seated, and distributes bulletins, favors and literature as required at club and board meetings. He/she ensures that new members are welcomed to the club and sit with a different group at each meeting so that the new members become better acquainted.

Tail Twister

He/she promotes harmony, good fellowship, and enthusiasm in the meetings through appropriate stunts, games and the judicious imposition of fines on club members. There shall be

no appeal of his/her decision in imposing a fine, provided, however, that no fine shall exceed an amount fixed by the board of directors of the club, and no member shall be fined more than twice at any one meeting. The tail twister may not be fined except by the unanimous vote of all members present. All monies collected by the tail twister shall be immediately turned over to the treasurer and a receipt shall be given.

Committees

Committees contribute to the success of a club by concentrating on a specific area and making sure that the club's goals in that area are met. Typically, committees are formed to focus on areas such as club meeting programs, community service, fundraising projects, club finances, membership development, public relations and constitution and by-laws.

Clubs are encouraged to appoint an information technology chairperson to coordinate the club's use of technology. Clubs may form additional committees as deemed necessary.

MEMBERSHIP

Membership Eligibility Any person of legal majority of good moral character and reputation in their community is eligible for Lions membership. Lions club membership is by invitation only. When inviting members, use the Membership Application and submit to the club membership chairperson or secretary, who, after investigation by the membership committee submits to the board of directors for approval.

Membership Categories [Every club needs members in order to achieve its service goals. To help clubs recruit new members, LCI offers several membership options to community members who want to volunteer and serve their communities as Lions.](#)

Membership Types In addition to regular membership, LCI offers special membership programs for families, college students, former Leos and young adults.

Regular Member This is our "standard" membership. Regular membership is for community members interested in volunteering, serving the community and making our world a better place. Regular members pay an entrance fee (US\$25) or charter fee (US\$30) and full international dues (US\$43). Additional district, multiple-district and club dues apply.

Family Member The Family Membership Program provides families with the opportunity to receive a special dues discount when they join a Lions club together. The first family member (head of household) pays full international dues (US\$43), and up to four additional family members pay only half the international dues (US\$21.50). All family members pay the one-time entrance fee (US\$25) or charter fee (US\$30). The Family Membership Program is open to family members who are (1) eligible for Lions membership, (2) currently in or joining the same club, and (3) living in the same household and related by birth, marriage or other legal relationship. To receive the family membership dues rate, complete the Family Unit Certification Form and submit it with the MMR, or complete the certification on MyLCI. When chartering a club, complete the certification on the Report of Charter Members.

Student Member Student membership allows students to make new friends and help others in their community at the same time. Students enrolled in an educational institution who are between the age of legal majority and through age 30 pay no entrance or charter fee and half international dues (US\$21.50). Students over age 30 who are joining a Campus Lions club pay a US\$10 entrance fee and full international dues. To receive the student-member dues rate, complete the Student Member Certification Form and submit with the MMR, or complete the certification on MyLCI. When chartering a club, complete the certification on the Report of Charter Members.

Leo Lion Member Leo Lion membership allows current or former Leos between the age of legal majority and through age 30, who have been a Leo for at least a year and a day, to continue doing volunteer work with LCI as a Lion. Leo Lions pay no entrance fee or charter fee and pay half international dues (US\$21.50). To receive the Leo Lion dues rate, complete the Leo to Lion Certification and Years of Service Form and submit with the MMR or club charter application, or complete the certification on MyLCI. To encourage Leo Lions to invite their friends, young adults between the age of legal majority and through age 30 who join a Leo Lions club receive the same fee waivers and dues discounts as Leo to Lion members.

Former Leo Member Former Leos over the age of 30 who have been a Leo for at least a year and a day pay no entrance fee or charter fee when joining a Lions club. To receive the fee waiver, complete the Leo to Lion Certification and Years of Service Form and submit with the MMR or club charter application, or complete the certification on MyLCI.

No individual can simultaneously hold membership, other than honorary or associate, in more than one Lions club.

Transfer Members

Clubs may grant membership on a transfer basis to a Lion who has terminated or is terminating his/her membership in another Lions club, provided that:

1. The member is in good standing at the time of transfer requested.
2. No more than a twelve month period has elapsed from the termination of the membership in another club.
3. The transfer is approved by the club board of directors.

Both clubs involved in the transfer of a member must report the member on their MMR or use online reporting. It is no longer necessary to send the "Transfer Member Form" to International Headquarters from either Club.

Reinstated Members

Any member dropped from membership in good standing may be reinstated by the club's board of directors. The Reinstated Lions Service Credit allows Lions who have had previous breaks in Lions membership to claim their time served, "in good standing," and apply it to their current Lions membership record as prior years. This benefit does not apply to former members who were dropped for "non-payment of dues."

Recruitment and Retention

Membership recruitment and retention are vital to the success of a Lions club. Planning and implementing recruitment and retention strategies can help your club thrive. To aid clubs, Lions Clubs International offers several resources.

1. The *Just Ask! New Member Recruiting Guide* outlines a five-step process for membership development and is intended for clubs looking to recruit new members and do more service.
2. The *Membership Satisfaction Guide* teaches clubs how to provide a meaningful experience and meet the expectations of its members.
3. The *Club Excellence Process* guides clubs through a four-step workshop process to evaluate the club and the direction in which it leads its members. Through this process, clubs conduct the *How Are Your Ratings? Survey and Community Needs Assessment* to

learn more about their club and the community they serve. Clubs can choose between two versions of the program: CEP Pro and CEP Lite.

First Things to do

Planning Your Year ~ Your Goals

Before you plan or make a list of all you want to accomplish for your Club. Consider the following:


- Get advice from the current President. Discuss matters that will continue from his year into yours.
- Make sure you are involved in the planning of your installation dinner. This affair can do much to prepare the Club to accept your leadership.
- "Make peace" with any member with whom you've been at odds. You will want all the support you can get.
- Organize a file or notebook for the many papers you'll be receiving each week.

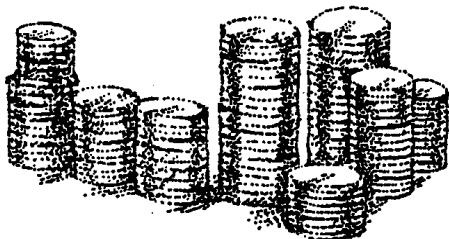
Even though you will not actually take office for several weeks, several members may start talking to you as if you were the current President. Be tactful. Show your President that you do not intend to interfere in his leadership or "steal his thunder" until July 1.

Working Out a Detailed Plan

As a leader, you will have to be a person of vision. A detailed plan will give you a "road map" to follow your vision. It will also give you more confidence in yourself, and you will appear more reliable to your fellow Lions.

Here are some proven guidelines to consider *prior to making any committee appointments*:

- 
- Step 1** - Answer these two questions for yourself:
 - a. What's the most important thing I want to happen to my fellow Lions?
 - b. What do I personally want to get out of my year as President?
 - Step 2** - Then discuss your plan with some Lions and other friends whose opinions you highly respect.
 - Step 3** - Review Club projects that have already been committed for your year. See if some can be improved upon in a way that accomplishes your plan too.
 - Step 4** - Make a list of all the tasks required to implement your plan during the entire year. Planning ahead like this will greatly reduce mistakes, tension, and the risk of unpleasant surprises. Essential information for your task list is: the task itself, who exactly will do it, and when it is to be done.
 - Step 5** - Consult with your Treasurer on how much money will have to be budgeted.



You are now ready to select those Lions who can best help accomplish the tasks that lead to your goals.

Club Financing

Most Clubs use the budget system of financing. This is a practice of anticipating in advance as accurately as possible the income and expenses of your Club for a specific period

and then preparing a budget on that basis. Budgets should not be considered as mandates or approvals for spending but rather as guidelines for spending.

Clubs should have two budgets for their fiscal year: (1) an administrative budget: and (2) an activities budget. The administrative budget is what finances Club operations. Its income comes mostly from Club dues. The activities budget finances the Club's activities and projects. Its income should come from special fundraising projects put on by the Club in the community. Under no circumstances can any of the income from the Club's fund-raising projects be used to defray the Club's administrative costs even if you advertise that funds raised will be used for the Club's own purposes. You can, however, deduct the direct operating expenses of the fund-raising project from the funds raised. Some methods Clubs have used to raise money for administrative purposes include: selling Club bulletin advertisements to Lion businessmen: charging more for a particular meal: holding raffles within the Club (if not illegal in your area): Tail Twister fines: and holding auctions within the Club.

All bills should be approved by the Finance Committee and bear the signature or initials of that chairman before being presented to the Board of Directors for payment. The Secretary and the Treasurer should prepare financial statements monthly for presentation to the Board of Directors and quarterly for presentation to the Club.

Committee Assignments

The most important decision a President makes is assigning committee chairmen and committee members. Matching the right person for the right job is the only way Lions can become an effective team. Give yourself plenty of time to ponder each assignment you make. You won't have to worry about motivating your members if you provide them with opportunities to use their natural talents or to unleash their potential!

Some Presidents confer with their Vice-Presidents before assigning chairmen. In selecting chairmen consider Lions who:

- Have already expressed a strong desire for the chairmanship.
- Are dependable.
- Will easily take direction from you.
- Can get along with other Lions and delegate tasks to them.
- Will agree to have a co-chairman if you think it necessary because of the workload. Sometimes an experienced senior Lion who doesn't want all the chairmanship responsibility is a great help as co-chairman or "committee advisor." He/she might work well with a younger Lion whom you want to "move up the ladder" of leadership.

Although it is the President's prerogative to assign committee members, he/she may want to do so only after conferring with the chairman. The important thing is that every member, new and old, has an active role in the Club! Experience throughout the world of Lionism clearly shows this to be the most effective way to prevent Club members from dropping out.

After you have made all your assignments, it is recommended that you:

- Contact your prospective chairman and formally ask him to serve. Be prepared to be persuasive if he/she is reluctant to accept the chairmanship for minor reasons. In any case, tell him why his Club needs him for this job, that he/she is the logical person to do it, and that he/she will get your full support through the year.
- Make sure each chairman understands all he/she is supposed to do. Give him (and your Club officers) the appropriate information sheet about the duties and responsibilities for the committee chairmanship.

- With approval from your current President, announce each chairman and committee member's name at a regular Club meeting prior to June. Also mail a printed list to each Club member.

Prompt and full communication to all your Club members on important matters is essential to organization. When necessary, a follow-up letter to committee chairmen can be an excellent way to establish a good leadership relationship. Such a letter will:

- Reaffirm your appreciation for his service and the importance of his chairmanship to the Club and his community.
- Encourage him to show initiative when dealing with the Board of Directors.
- Inform him of any Club policy about spending money for his committee.
- Remind him that each member on his committee is, by virtue of being a Lion, obligated to serve when asked.
- Encourage him to ask for your help whenever necessary. If your Club assigns certain committees to each Vice-President, remind the Vice-President of his responsibility to periodically review the progress of his committee and report on it to the Board or Club if the chairman is absent.

Regular Club Committees

The following committee names and functions are recommended by Lions Clubs International. A Club may need to combine some committees, eliminate others, or create new ones.

The Attendance Committee promotes attendance at Club meetings. It monitors month-to-month attendance figures.

The Bulletin Editor is a committee-of-one who makes sure that all members are kept informed about Club activities. He/she collects and writes news, then prints and mails it as a newsletter for all members.

The Convention Committee encourages all members to attend district, multiple district, and international conventions. It provides timely information and suggests ways to raise funds to pay necessary delegate expenses.

The Diabetes Awareness Committee studies the needs of diabetics or potential diabetics in the community and determines how the Club can best meet these needs.

The LCI Drug Awareness Program requires a committee to learn about the nature and scope of any drug problem in the community and to motivate Lions, parents and others to take action against drug abuse. It guides drug awareness projects in the community and keeps the public informed of the threat posed by drugs and of the Lions commitment to defeat the drug problem.

The Educational Services Committee proposes activities to the Board of Directors that will enhance the overall development of people for the good of the community and society.

The Environmental Services Committee not only encourages community action in solving various environmental problems but also studies these problems and has its Club become an example for solving these problems. It helps create and maintain conditions under which people and nature can exist in productive harmony.

The Finance Committee is responsible for the Club's prompt paying of bills and collection of dues: the obtaining of adequate insurance protection when necessary: arranging for an audit

of the Club's financial records: preparing of all necessary financial reports: and assisting in fundraisers.

The Greeter Committee welcomes newcomers and their families to the community and acquaints them with the commercial, industrial, religious and recreational life of the community. Sometimes the Club will invite newcomers to their meeting as guests.

The Health Services Committee promotes good health to prevent illness and to detect symptoms of disability or disease before they develop into more serious stages. It has the ideal that "sound mind and a healthy body will always be a worthy goal for Lions service." It attempts to improve the quality of life for each member according to the Lions Code of Ethics: "To aid my fellow man by giving my sympathy to those in distress and to the weak, and my substance to the needy."

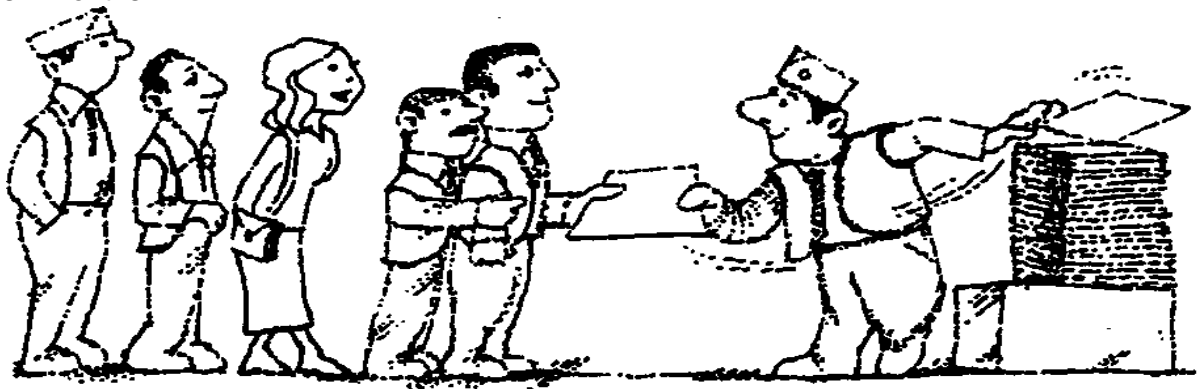
The Committee on Hearing and Speech Action and Work with the Deaf has the same ideals as the Health Services Committee. It studies community needs and proposes programs to meet these needs.

The International Relations Program requires a committee which proposes activities that will involve its Club in creating and fostering a spirit of understanding among the peoples of the world. It also consults with the District Governor and/or his District International Relations Chairman and cooperates in any District goal or project of an international nature.

The Leadership Development Committee is responsible for the various training and education activities that are required throughout the year for Club members. It also assists other committees, when asked.

The Lions Information Committee regularly provides information about Lions Clubs International, Lionism in general, and any other important aspect of Lionism which the Committee believes is not known by the general membership.

The Membership Committee generates the enthusiasm, motivation, and strategies for membership growth by selecting membership programs that have an obtainable goal. It maintains an up-to-date list of prospective members and may sponsor membership team contests. It also screens prospective members for "quality," sees that new members are given a dignified and meaningful induction ceremony, and that their sponsor "cares" for them for at least six months.



The Program Committee schedules and provides speakers and entertainment for the Club's regular meetings. It plans well in advance, after having determined the kind of program members want.

The Public Relations Committee provides accurate, complete, timely and brief information about the Club's past, current, and future projects to the community thorough all possible available media.

The Public Services Committee shares many of the same ideals as the Health Services Committee. It too studies community needs and proposes programs to meet these needs, some of which may be food production and distribution, nutrition and safety in traffic, the home, school, recreation and on the farm.

The Recreational Services Committee attempts to cultivate good human development on a community-wide scale by sponsoring athletic events and equipping and building parks and playgrounds.

The Committee on Sight Conservation and Work with the Blind shares many of the ideals as the Health Services Committee. It also becomes involved with eye banks, eye research, services to the partially- seeing, and rehabilitation of the blind.

The Social Services Committee, like other Club committees, has a long list of suggested activities. Some include aiding the physically and mentally handicapped, the aging and the needy.

Additionally, the President is encouraged to appoint "coordinators" for "special services" such as:

- The Leo Club Program
- The Youth Exchange Program
- The Lions Clubs International Foundation
- International Youth Camps

Planning and. Selecting Service Activities

One of the most difficult tasks for a President is helping a Board of Directors, and eventually the membership, to decide which of the many possible service activities it should undertake. Obviously there is only so much time, energy and money available. Yet priorities have to be established. A Club will naturally feel more successful if it accomplishes a few projects well rather than many projects with mediocrity.

Generally speaking, service activities will be in three areas:

1. The Annual International Program, details of which the International President sends to each Club President. What he/she urges your Club to do through this program reflects the desires and studies of thousands of' Lion leaders throughout the world. This program also reflects the spirit of international Lionism, of which your Club is a part.
2. Ongoing and traditional activities of La such as sight conservation and work with the blind, hearing and speech action and work with the deaf, diabetes awareness, drug awareness, and youth exchange. These are international programs that create world-wide bonds of fellowship between Lions because nearly every community on earth needs them.
3. The unique needs of your own community

Please remember:

- Most Clubs attempt to achieve a balance between these three areas of activities.
- In selecting a community project, the wise Club will first analyze the needs of its community by talking to a cross section of civic leaders. This is done to make sure

that the Club:

- Does not duplicate a service already being done adequately by another organization.
- Develops a program that is truly needed.
- Can accurately identify the people who will benefit from the program.

The "Community Analysis: A Guide for Better Service (IAD-107)." is available on the International Headquarters web site.

Fiscal Responsibilities

There are several important financial issues that should be addressed as you begin your year.

1. **Preparing the Budgets:** Developing the club's administrative and activities budgets is one of the most important responsibilities of the treasurer. He/she works with the Finance Committee and club president to prepare them. It is important to anticipate revenue and income carefully and prioritize spending needs when developing the budgets. Monitoring them throughout the year will help ensure your club remains solvent.
2. **Handling Banking Issues:** The treasurer and Finance Committee will recommend a banking institution to the board of directors, as well as suggest officers for signing and co-signing checks. It is also recommended that a signature card be on file with the bank, limits set regarding the amount of petty cash the club will handle and a system for reimbursement established.
3. **Establishing Club Dues:** The treasurer, in cooperation with the Finance Committee and upon approval of the board of directors and club members, establishes the amount for the annual club members' dues. When determining this amount, consider how much money will be needed to maintain the financial health of the club. The club dues should also include district, multiple district and international dues. Club dues are typically collected in advance, semiannually or annually. Invoices are usually sent to club members approximately 10 days before the start of the dues-paying period.

Throughout the Year

Conduct Meetings

The club president presides at all meetings of the club. Preparing and following an agenda as well as using a recognized system of parliamentary procedure (such as *Robert's Rules of Order*) will ensure the meetings run smoothly and productively. Parliamentary procedure will also help you assert yourself when necessary and handle disharmonious behavior. Handling problems that occur during meetings is not always easy. Your members expect and have confidence in the club president to lead during these times.

Agenda formats vary from club to club and may be tailored to meet your club's individual needs. A typical club meeting or board of directors meeting format:

1. Call to order by president
2. Introduction of guests
3. Program (guest speaker, entertainment, etc.) may either precede or follow the business portion
4. Reading and approval of minutes of previous meeting

5. Treasurer's report
6. Old or unfinished business
7. New business
8. Adjournment

The club secretary typically has numerous duties for these meetings:

1. Creating an agenda in conjunction with the president;
2. Notifying participants of the time and location of the meeting;
3. Recording minutes during the meeting;
4. Recording attendance, makeup meetings and awards presented.

Good Preparation:

Early and thorough preparation greatly reduces the chances of unpleasant surprises and greatly increases the chances for a smooth flowing meeting. Many past Presidents offer the following advice:

- Prepare a detailed agenda that tells you what everybody is supposed to do, and when. Discuss your agenda with your Secretary before the meeting begins.
- Anticipate any possible controversy. Envision how you will handle it.
- If a Board Meeting, give copies of the agenda to everyone.

Knowledge of Parliamentary Procedure:

All meetings should have an agreed-upon procedure for conducting the business portion. You will want to know the By-Laws of your Club and use some recognized system of parliamentary procedure (e.g. Robert's Rules of Order). Without "ground rules, any Lion meeting can quite easily become disorganized and unmanageable, no matter how skillful the President.

Parliamentary procedure does two very important things for the President; it makes the meeting "fair" for everyone and keeps the meeting moving. The latter is always keenly appreciated by everyone.

Your Ability to Deal with Disharmonious Behavior:

Sometimes your leadership will be tested at a meeting by unruly Lions or Lions questioning your authority. Each situation will be Different, so there is no one method for dealing with unruly conduct that can be applied to all situations. Here are some recommendations, however, that many Lion leaders have made through the years:

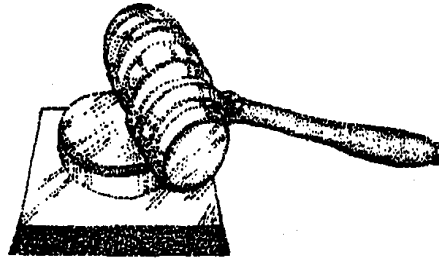
- If it is necessary to discipline unruly members, sometimes the other Lions will do this better than you can. Your members are as interested in maintaining discipline and order as you are.
- Some members, as soon as they "get the floor." start a discussion instead of making their point. Be ready with this question: "Do you wish to state that in the form of a motion?" This should eliminate unnecessary talk.
- If you have some doubts about properly responding to the various comments made to you while you are conducting the meeting, remember that your fellow Lions will have one of the following motives for addressing you:
 - ✓ They want some action or advice.
 - ✓ They want to build fellowship.

- ✓ They want to express an emotion.
- ✓ They want to inform or share some information.
- Know the name of each member!
- According to the accepted parliamentary procedure, know when and how you can rule a member "out of order": call for a vote: table a matter or refer it to a committee.
- Keep an eye on "body language" that tells you a Lion is becoming impatient, anxious to speak, confused, or irritated.

Your Ability to Assert Yourself When Necessary

Asserting one's self with his fellow Lions is uncomfortable for many Presidents. Try to remember that your fellow Lions really want you to lead *them*. Also understand that your assertion of leadership is necessary for the good of the entire Club. Helpful guidelines are:

- If you're using parliamentary procedure, remember that no one can speak without recognition from you. You determine when to bring a motion to vote: and you state whether a motion has passed or has been defeated.
- Use your gavel to keep order and to keep things moving.
- Keep speakers on the subject when their comments wander off the subject.
- Adjust your agenda if you believe the meeting has to be slowed down or speeded up to accomplish the objectives.
- Tactfully interrupt a speaker when he/she is taking too much time by making an appropriate suggestion. Everyone will appreciate it.
- To reinforce a point, either yours or someone else's, ask the Secretary to read back a motion from the minutes. Don't rely on your memory.
- Summarize arguments from both sides when necessary. Then tell the audience what their options are in dealing with the matter. e.g., voting, amending, postponing.
- Settle disputes before they become destructive to the meeting. It is all right to be brusque with a couple of members who are disrupting the meeting.
- Assert yourself even more to make sure your members are not split into "losers" and "winners" of any conflict.
- After a heated discussion, give credit where due and try to soothe any bruised feelings.
- After an issue has been decided, confirm which Lion is going to do what and ask what his approach will be! Read this information into the minutes.
- Handle business by "general consent" when fair and acceptable.
- Consider holding one or more Board Meetings in your home. This tends to give your leadership a "psychological edge."



Communicate Effectively

For a club officer, it is vital that the lines of communication remain open among members of the leadership team as well as between the leadership team and the board of directors, club members, district officers and the community. Keeping these people up to date on club news, issues, etc. and helping them work through challenges will be an important part of your year. If disputes arise between any member or members, and the club, consult the dispute resolution provision in the Standard Form Club Constitution and By-Laws.

Handle Correspondence

Club officers often handle an abundance of correspondence. Correspondence should be answered promptly and professionally to ensure the efficient running of the club.

Attend Zone Meetings

Zone meetings are very helpful for club officers. These local gatherings allow clubs to exchange ideas regarding programs, projects, fundraising, and membership issues, and offer a forum for establishing cooperative relationships between clubs. Zone meetings are also an opportunity to meet other Lions from your area.

District Governor's Club Visit

The district governor or his/her designee visits clubs in the district to evaluate the operations of the clubs and discuss Lions business matters. Clubs are encouraged to use this visit to strengthen their relationship with district officers. After setting a date for the visitation, clubs should give him/her time on the agenda to address members. Throughout the year, clubs are encouraged to inform the district governor about major activities. A governor or his/her designee may visit clubs in the districts individually or jointly at the zone level.

Attend Conventions

Attendance at conventions—including district, multiple district and international—is a wonderful way to learn more about the association, get motivated and meet fellow Lions.

Finishing the Year

Transition to the Next Leadership Team

Just as you may have looked to the sitting club officers for advice before you took office, the incoming members of the leadership team may look to you for advice. If asked, brief them regarding the status of the club, and any other pertinent information. The transfer of club records to the next leadership team is necessary and important. Discuss any plans or projects that are not completed that will continue into the next year.



Year End Recognition

Make sure to thank those who supported your club's efforts during the year. Recognizing club members, community residents and those who have been helpful to your club is a wonderful way to end your year in office.

Apply for the Club Excellence Award: The application should be completed by the club secretary, signed by the respective district officers, and returned to the English Language Department for processing.

Applications received after the deadline will not be considered for the award. The deadline date is printed on the application. The application can be downloaded from the association's Web site.

The Character, Personality and Appearance of a Leader

Leadership is a precious quality. Some club presidents are natural leaders. Most learn to be leaders with training and experience. Still, others will become leaders only when they've learned self-discipline.

What makes a leader? According to social scientists who have studied this question for years, there appears to be no single trait that is found in all leaders. But we do know that many leaders, whether club presidents, executives or statesmen, possess energy, self-confidence (or faith in their mission), intelligence, persistence and the ability to express themselves. Yet, even those traits will vary among our great leaders.

Successful club presidents also are:

- Trustworthy.
- Fair.
- Know the individual needs and interests of their fellow Lions.
- Share with other Lions what they have learned
- Have a future vision for their club and a "protective" attitude towards it
- Accept final responsibility.

Regarding a leader's personality, research shows that:

- Appearance of confidence is important.
- Sociability can be important but it depends on the situation.
- Determination, self-control and maturity are essential.
- A desire to dominate or gain prestige is not required for leadership.

CLUB OPERATIONS

Excellence in club operations leads to member satisfaction and retention. As a leader, you have the opportunity to ensure that the club meeting and the overall club experience are meaningful and rewarding. Whether it is how the meetings are hosted or how effectively service activities are managed, every event or communication is part of the overall member experience.

Club Meetings:

Club meetings are a key aspect of member satisfaction. Club meetings provide a platform of involvement, camaraderie, and recognition. They should be positive and informative as well as inclusive. Encourage everyone to participate. Remember to include social time and opportunities to network and exchange business cards.

For additional material regarding preparing for effective club meetings, take the online course *Managing Meetings* in the Lions Learning Center.

Club Meeting Program Ideas:

Most general meetings feature a program for the benefit of their members. Club programs can inform or entertain. They can enrich your members personally and professionally. And, while political and religious discussions should be avoided, the general meeting is a perfect opportunity for members and guests to learn about the community and issues that might relate to the interests of the club members.

There are many places to find good programs, including:

Local Community Leaders – such as a mayor, member of government, police or fire chief, school superintendent, etc. Not only will your club benefit from their programs, but you will have the opportunity to introduce these influential people to your club.

Local Business People, such as representatives from your members' companies, the chamber of commerce, or convention and visitor's bureau – programs from these diverse groups can offer variety.

Recipients of Club Service – Hearing from those who have benefited from club efforts is a great way to motivate members to continue their dedication to serving those in need.

Cultural Organizations, such as museums, theaters and orchestras – interesting and informative programs from these organizations are a good way to add variety.

Organizations that Help the Disabled – Such as Special Olympics, local blindness assistance organizations, agencies for the disabled, groups that provide assistance to the elderly and others. While these groups will usually request funding from the club, they may also provide opportunities for hands-on involvement.

District Committee Chairpersons – Learn about the status of your district's important projects to encourage club support.

Backup Programs– Have a few programs ready that can be put on quickly and easily in the event of a last minute cancellation. Some ideas for quick programs include: presenting the International Program video and discussing how your club is contributing to the association's goals for the year, holding a membership recruitment "summit" and brainstorming creative ways your club can recruit new members, or having your public relations chairman report on the status of publicity efforts and your club's perception in the community. Keep a list of these "emergency" programs on hand and you'll be prepared to act quickly.

Increasing Meeting Attendance

- ✓ Make sure meeting dates, time and location are convenient to the members.
- ✓ Make sure the meeting place is comfortable and meets the needs of your members.
- ✓ Use multiple communication methods to encourage attendance, including email, letters and phone calls. Communications should be upbeat and include a positive description of the meeting program and emphasize the importance of their involvement in the club's activities.
- ✓ Invite members and potential members and encourage them to bring friends. Even if they miss a meeting, continue to keep them on your invitation list. Make phone calls to members who miss more than one meeting to find out the reason they are not attending meetings. Keep them informed of the developments and the progress made on service projects.
- ✓ Provide a detailed status report of each club project and encourage members to get involved.
- ✓ Feature an interesting program or presentation at each meeting.

Monitor & Recognize Attendance

It is the responsibility of the club officers to monitor and record attendance of members, establish make-up rules and verify that members have fulfilled attendance requirements. Members who are not attending meetings should be encouraged to become more involved.

It is equally important to recognize members who are active members so they continue their involvement. Perfect attendance awards are available for members who have attended every regularly scheduled meeting for twelve months or more, making up missed meetings in accordance with the club's policies. The period may begin with any given month. Awards that recognize attendance as well as recognition awards for outstanding service are available in the Club Supplies Catalog. The Lions Clubs Online Store address is www2.lionsclubs.org

Reporting & Forms

Reporting is important to every organization and LCI has worked very hard to make reporting easy with the introduction of MyLCI. Login information and passwords will be sent by LCI to each club President and Secretary at the beginning of their term.

Take time to familiarize yourself with the various forms clubs submit on a regular basis and the information available. Please note that paper versions of these forms are also available online via the association's web site Club Resource Center

Monthly Membership Report (MyLCI) - (C-23-A): Every Lions club uses this form each month to report its membership. The report is submitted to International Headquarters either by mail, fax or online through a membership site on the association's Web site. To submit the membership report online, go to www.lionsclubs.org and click on **Submit Reports** in the upper right corner of the screen. The officer will be asked to create a password to use the membership site. Refer to the Support Panel when you are online for answers to questions about the function you are using. Questions about passwords or membership reporting questions can be directed to mylci@lionsclubs.org.

Paper reports (MMR) must be received by International Headquarters by the 20th of the current month. Electronic versions of the Monthly Membership Report must be completed by midnight Central Standard Time, by the last day of the current month.

As a club makes changes to their membership online, the changes occur immediately. Changes can continue to be made online throughout the month. The report is cut off on the last day of each month, and no further changes can be made for that month. Additional changes must be included in the next month's report.

A club cannot file future reports months in advance. If a month's report is missed, the transaction should be included in the next month's paper submission or entered into MyLCI. Either the paper or electronic (web) Monthly Membership Report **must be submitted each month** even if there are no changes in membership.

Club Officer Report (PU-101):

Club secretaries can report their club's service activities online directly through the association's website by following these simple steps:

1. Go to the LCI Web site at www.lionsclubs.org
2. Click on: Submit Reports at the top of the home page
3. Enter a member number and password to enter the MyLCI site
4. After logging in, click on "My Lions Club" at the top and select "Service Activities" from the drop-down menu.
5. Click on "Add Activity" at the top of the page and complete the various fields.
6. Click "Save" once all the necessary information is entered. The activity should now appear on the summary page.

7. Repeat the last two steps to add additional activities

By completing the monthly service activity report online, club secretaries are able to:

1. Keep a descriptive, searchable record of their club's service activities.
2. Upload up to two photographs for each service activity.
3. Use the "signature activity" tool to report re-occurring service activities.
4. Enter service goals and track their club's progress toward achieving them.
5. Use the support center panel for additional instructions and tools related to a specific functional area of the report.
6. Search for activities (including photos and project descriptions) that are being shared by other clubs and districts worldwide

In addition, service activity information is automatically made available to district officers, including the governor, vice governors, and the cabinet secretary/treasurer. This eliminates the need to submit a separate year-end report

The online report has replaced the paper report form. LCI no longer accepts service activity reports via mail, email, or fax. Secretaries should use the online report to ensure that their club's service activities are included in the Association's annual State of Service Report and the various summary reports that are available to district officers through the MyLCI system. The year-end deadline to report service activities is July 15.

Club Supplies Order Form (Form M-74):

This form may be used to order club supplies from International Headquarters. Remember to allow plenty of time for orders needed by a certain date. Only the current club president and secretary are authorized to bill orders to the club account. Club officers and/or members may place orders through the Lions Clubs Online Store and/or download the order forms at www2.lionsclubs.org

Status Quo and Club Cancellation

Unfortunately, sometimes clubs fall into status quo, which is a temporary suspension of a club's charter, rights and privileges, as well as obligations. Status quo clubs can not submit a Monthly Membership Report or submit changes in membership.

Justifiable conditions for placing a club on status quo include:

1. Failure to comply with the purposes of the association or conduct unbecoming to a Lions club
2. Failure to fulfill any obligations of a chartered club, failure to submit Monthly Membership Reports for three or more consecutive months, or failure to hold regular club meetings.
3. Failure to pay district or multiple district dues.
4. Verification of non-existing club.
5. Decision of club to disband.
6. Decision of club to merge with another club

Clubs that are placed in status quo will have the support of their zone chairperson, district governor, first vice district governor and second vice district governor to help the club regain good status. If you have any questions regarding status quo, the English Department at Lions Clubs International can also be of assistance.

FINANCE

Club Financing

Most clubs use the budget system of financing. This is a practice of anticipating in advance as accurately as possible the income and expenses of your club for a specific period and then preparing a budget on that basis. Budgets should be used as guidelines for spending.

Clubs should have two budgets for their fiscal year: (1) an administrative budget and (2) an activities budget. The administrative budget is what finances club operations. Its income comes mostly from club dues. The activities budget finances the club's activities and projects. Its income should come from special fundraising projects held by the club in the community. Income from the club's fundraising projects cannot be used to defray the club's administrative costs, even if the club advertises that funds raised will be used for the club's own purposes. The club can, however, deduct the direct operating expenses of the fundraising project from the funds raised.

Financial Responsibilities

The club treasurer is responsible for making payments for items purchased by the club, as well as district, multiple district and international dues.

Each month, the club treasurer will receive an itemized statement of charges and credits from International Headquarters, if transactions occurred, or if the club maintains a balance on its account. These charges and credits may include semi-annual international member dues, entrance fees, charter fees, and prorated dues for new members, fees for reinstated members, dues for transfer and life members, and club supplies. It is the responsibility of the club treasurer to review the statement for accuracy and submit the statement to the club's board of directors for approval. The treasurer should also monitor the billing statements for credit of payments received by LCI. If a payment is not shown on the next billing statement, resend the payment identification information to the Accounts Receivable and Club Account Services department email accountsreceivable@lionsclubs.org or by fax 630-571-1683.

Payment is expected within the established terms for all club account balances. A club which has an unpaid balance in excess of US\$20 per member or US\$1,000 per club whichever is less, outstanding past 120 days will be automatically suspended, including the charter, rights, privileges, and obligations of the Lions Club. In the event the club does not reach an active status by the 28th of the following month, the club's charter will be automatically cancelled.

Club treasurers should comply with the following instructions to ensure that the club's account is properly credited with payments.

Preparing Financial Reports

Most of a treasurer's time during a board meeting is spent presenting and explaining the financial report. It is important to choose a format for the report that is clear, easy to follow and accurate. Some items to include in the report:

- ✓ Itemized income and expenses for the period since the last financial report.
- ✓ The amount budgeted for expenses.
- ✓ The net monetary assets of the club at the beginning and end of the reporting period.
- ✓ A running total of the amount of money the club actually spent on community projects versus the same figures from the previous year.

Financial Suspension of Clubs

A Lions club, which has an unpaid balance in excess of US\$20 per member or US\$1,000 per club, whichever is less, outstanding past 120 days will be placed on financial suspension, including the suspension of the club's charter, and all the rights, privileges, and obligations of the Lions club. Suspended clubs can hold meetings to discuss the future of the club and to identify actions to take to regain an active status. Any club that has been approved for a payment plan by the Finance Division will not be cancelled, so long as it continues to fulfill its obligation per the approved payment plan.

In the event the club does not acquire an Active Status on or before the 28th day of the month following suspension, the club's charter will be automatically cancelled. The cancellation of a club for financial suspension may be rescinded within 12 months from the date of the cancellation, in the event the club has paid their account balance in full and a completed reactivation report is received filled out by the current district governor.

Clubs on Status Quo or Financial Suspension cannot:

- ✓ Conduct service or fund raising activities
- ✓ Participate in district and multiple district functions or seminars
- ✓ Participate in any voting procedures outside of the club
- ✓ Endorse or nominate a candidate for district, multiple district and international office
- ✓ Submit Monthly Membership Reports and report forms
- ✓ Sponsor a Lions club, or organize a Leo or a Lioness club
- ✓ Clubs on Suspension shall:
 - ✓ Hold meetings to discuss the future of the club and identify the steps needed to regain an active status
 - ✓ **Make payments to clear the existing outstanding balance, or request a payment plan**

LEADERSHIP DEVELOPMENT

Club Officer Orientation at the District Level

Districts are mandated to offer orientation programs for club officers. These programs are beneficial to skill development and personal growth. Club officers are encouraged to attend these programs, which often take place during district conventions or special district, region or zone meetings. Contact the zone chairperson, district governor or Global Leadership Team (GLT) district coordinator for details. In addition, training resources presenting the responsibilities of the club president, the secretary and the treasurer are available in the Leadership Resource Center on the LCI website at <http://www.lionsclubs.org/EN/member-center/leadership-development/news-train-club-officers.php>

As club officers, developing and nurturing leadership skills is very important. Club members will be looking to you for guidance, motivation and to help solve problems, if necessary. Together, your leadership team will help keep the club moving towards its goals. The Leadership Division at International Headquarters provides several resources to the Global Leadership Team (GLT) district coordinator to assist you in developing critical leadership skills. The Lions Leadership Resource Center, accessible via the association's Web site, offers easy

access to leadership development tools and resources. Visit the center at <http://www.lionsclubs.org/EN/member-center/leadership-development/index.php>

Developing Members' Leadership Skills

As a club officer, you should make efforts to identify potential leaders and encourage their development. As an effective leader, you will want to identify and develop your successor. LCI offers a variety of leadership development opportunities for Lions club members.

Lions Learning Center offers all Lions the opportunity to sharpen their knowledge of Lions fundamentals and leadership skills through online, interactive courses. Available through the Leadership Resource Center, courses related to public relations, motivating members, managing meetings, public speaking and managing service projects are included. The overall purpose of these courses is to develop more effective Lions leaders.

Webinars are interactive, online trainings sessions that use the Internet to connect the participants and instructors. A variety of topics are addressed through LCI's webinars each year. Check the Leadership Resource Center on the LCI web site to determine which webinars would be beneficial to you as an officer and to the members of your club.

PROMOTING YOUR CLUB

How your club is perceived in the community is essential to its success. Developing and implementing a comprehensive public relations program will help ensure that community members support your club. Public relations involve all forms of communication – written, verbal and non-verbal. It includes writing news releases and distributing promotional flyers. Equally important are actions often taken for granted, such as wearing a Lions lapel pin and marching in a parade.

Your PR program will encompass both ongoing club publicity, and promoting special events, such as fundraising and service activities. Good public relations will help foster community support and can support your club's membership efforts, as people want to belong to a successful and reliable organization. By actively promoting your club and its worthwhile activities, you'll be projecting a positive image in the community.

Equally important is internal communication. Many clubs worldwide find that preparing a club directory and publishing their own newsletter help keep their members informed. Another communications tool that is becoming essential is a club Web site. The site can reach your audiences—both internal and external.

E-Clubhouse

The e-Clubhouse enables clubs to build a free Web site and enhance their presence on the Web by using fill-in-the-blank fields and pre-formatted templates to make giving clubs a polished and tech savvy appearance easy. The e-Clubhouse also provides consistency with the new Lions branding while enabling clubs to preserve their individuality. The site includes a club calendar, club projects, photo gallery and contact us page to help tell others about their Lions club. Up to five more pages can be added.

It's up to the club to key in information and to determine how it will be used for their club. Encourage clubs to develop their own Web presence with the e-Clubhouse by going to the LCI Web site: www.lionsclubs.org/EN/member-center/managing-a-club/e-clubhouse.php

For information related to club public relations, go to: <http://www.lionsclubs.org/EN/member-center/managing-a-club/communicating-your-activities/index.php>

RECOGNITION

Recognition can be defined as, “acknowledgement with a show of appreciation.” It is important that club officers let members know their service is noticed and valued.

Lions Clubs International has an extensive formal recognition program to reward Lions for special achievement. Recognition can also be a more personal reinforcement that we call informal recognition. From a simple “thank you,” to buying lunch, to sending a note, to naming a club event in their honor, club leaders should be creative in their efforts to let others know they appreciate their hard work.

- **Recognize Club Members:** Recognition is an excellent way to maintain morale in the club. Clubs may determine guidelines for honoring the service of its members. The secretary is responsible for maintaining accurate awards records and ordering awards. Suitable awards honoring outstanding service are available from the Club Supplies Catalog. Awards should be ordered as early as possible to ensure timely delivery.
- **Host Appreciation Dinners:** Many clubs choose to hold an appreciation dinner for all community residents who have helped their club. It is a good opportunity to say “thanks” to everyone.
- **Membership Awards:** Descriptions of the various membership award programs are available on the LCI website.

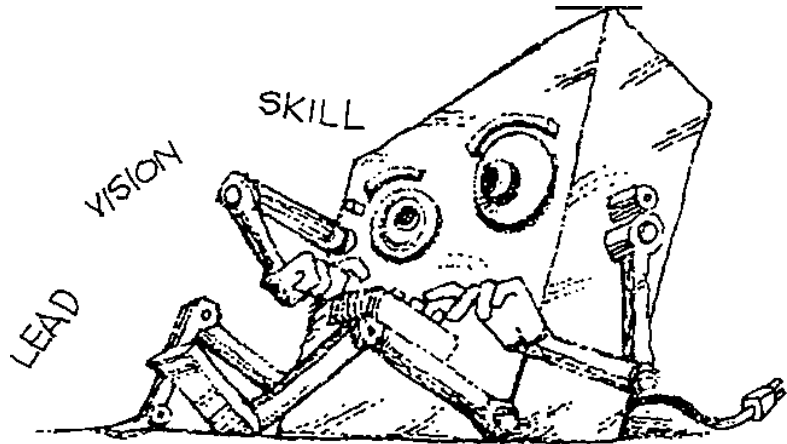
Motivating an Individual Lion

Motivation is the least understood element of leadership. Often it is confused with inspiration, which often is a short-lived emotion such as a lion feels after hearing a rousing speech or leaving an exciting seminar.

Motivation is long-term commitment that is created within the Lion. He/she wants to do something or he/she doesn't; your influence isn't going to lessen or increase that member's willpower to do something. *Your challenge as a leader is to find what motivation your fellow Lion already has; then to build upon it; and then to direct that motivation toward accomplishing the goal you have set for both of you.*

For example, let's take a president of a small club who needs to appoint a program chairman with good judgment and communication skills. The president's choice is limited to two Lions of equal leadership abilities. Both are new members and equally dedicated to serving others. Because the program chairman will be a new Lion, the president will frequently have to supervise this chairman's work.

The president feels uncomfortable about this. Fortunately, the president is taking time to learn the motivating force each of these two Lions have inside themselves. As a result, he/she will not appoint the Lion who wanted to serve Lionism with accounting skills, but will select the Lion who is a retired salesperson and enjoys putting on a show for others. This club president will show skillful leadership by *appropriately matching a Lion's inner motivation* with Lion responsibility.



Why People Become Lions

As you delegate various tasks to your Lions, you will be helped greatly by knowing the following universal reasons why people become Lions:

- They desire to use some special knowledge or skill they have.
- They want the kind of security that comes from feeling one's life has purpose, meaning and significance.
- They need to be a part of activities that are important to their neighborhood, community, country or hemisphere.
- They desire status or recognition.
- They need to feel useful and needed.
- They are interested in learning new skills and participating in enjoyable and rewarding activities.
- They desire to gain skills that will help them advance in their employment and social areas.
- They need to actively use their leisure time and reduce loneliness and pressure.
- They desire to give back to their community a "part of themselves" for benefits the community has given them.

You will quickly find that your Lions more or less fit one of these profiles of motivation:

- A. The achievement-motivated Lion
- B. The power-motivated Lion ("power" here is meant in a neutral sense)
- C. The affiliation-motivated Lion

The following are general observations; Lions often have characteristics of all three profiles:

The achievement-motivated Lion:

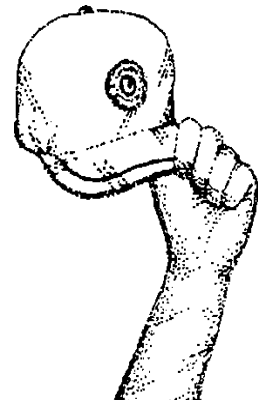
This Lion's personal goal is to be successful in situations that will improve existing skills and talents or that will require excellent performance. This Lion wants to do his or her best, set moderate goals, and take calculated risks. The achievement-motivated Lion likes to take personal responsibility for finding solutions to problems and has a desire to achieve unique accomplishments. This Lion might be restless and innovative, and wants specific feedback about his or her performance.

What can the club president do to create opportunities that unleash the motivation of this achievement-motivated Lion?

- Give a lot of personal responsibility.
- Allow and encourage this Lion to take calculated risks and to be innovative.
- Give recognition and rewards for excellent performance, but not for mediocre or poor performance.

The power-motivated Lion:

This Lion's personal goal is to have some impact or influence on others. The power-motivated Lion is concerned about his or her reputation or position: that is, what other Lions think about his or her power or influence. This Lion likes to give advice (which is sometimes not asked for) and wants his or her own ideas to predominate. This Lion naturally has strong feelings about status and prestige and has a strong need to influence behavior. This person often is an articulate speaker and sometimes argumentative. Others might perceive the power-motivated



Lion as forceful, outspoken, or perhaps even hardheaded.

How can the club president enhance the motivation of the power motivated Lion?

- Make sure there is considerable structure to this Lion's responsibilities and that they have rules, policies. etc.
- Provide an opportunity for him or her to have a position of responsibility, authority and status.
- Encourage this Lion to use the Lions Constitution and Bylaws and other formal authority when resolving conflicts and problems.

The affiliation-motivated Lion:

This Lion's personal goal is useful fellowship. The affiliation-motivated Lion is concerned about being liked and accepted and needs warm and friendly relationships. This Lion most likely spends time thinking about how to console or help people.

To bring out the potential in the affiliation-motivated Lion, the club president should:

- Encourage close and warm relationships.
- Give considerable support and encouragement.
- Provide a great deal of freedom and little structure and constraint.
- Make him or her feel like an accepted member of your club.

Motivating a Group of Lions

A group of Lions will be motivated if:

- The club president provides organization (agenda, specific assignments, etc.), resources (reports, working area, etc.), and direction (a mission. objectives. etc.).
- The members feel that their work is important and receive some recognition for it.
- The members trust each other and accept each other's differences.
- Each member is involved in the group's work.
- Everyone participates in the decision-making.

Building Fellowship and a Team

Lion leaders agree that next to accomplishing a much needed service project, there is no greater satisfaction a club president can have than to:

- Build fellowship whereby Lions become better friends and enjoy Lionism together.
- Build a team of Lions that is as efficient as a champion sports team.

Building a team of Lions requires patience, tolerance for personal frustration, an understanding of human nature and, perhaps the most difficult of all, a willingness to become, when necessary, a "servant-leader," someone who serves fellow Lions as much as leads them. In building a team, your Lions will sometimes struggle with the tension of what each sees as best for themselves and what is best for Lionism.

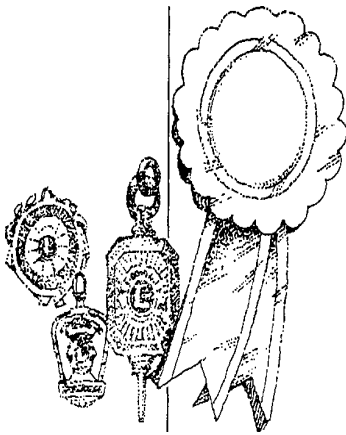
You'll agree that actually creating fellowship is pretty much up to the Lions themselves, but a club president can create opportunities for fellowship by paying attention to the principles of motivation stated earlier. Most Lions have seen how the presence or absence of one person from a club or committee can have a major impact. Something very special happens when the right combination of Lions comes together as a working team. Often the addition of one Lion who has a particular ability or personality makes all the difference.

Here are some guidelines for building and maintaining your club team:

- **A Goal.** Make sure it is a team goal and that everyone clearly understands it.
- **Roles.** Assign each member a specific responsibility and make sure he/she understands it. If necessary, provide training.
- **Support.** Encourage mutual support. Explain how different members should specifically cooperate at different times. In your deeds more than words, show your Lions how the individual can enjoy more success when the team succeeds.
- **Training.** Train, educate, and practice for the team's task. Teach everyone the rules.
- **Relationships.** Instill the message that everyone on your team has equal status even though one member's role may be more critical for the outcome.
- **Flexibility.** Group dynamics will be continually changing the nature of your group. Stay flexible and, whenever necessary, re-group your team to face the present situation.
- **Communication.** Encourage complete communication between all team members.
- **Individual Needs.** Take time to deal with these and with tensions. Don't make it all work and no play!
- **Openness.** Encourage an open exchange of ideas and feelings. Encourage both agreement and disagreement. (Don't worry: experience shows that once conflicts are settled, solidarity comes soon.)

And, some guidelines for increasing closeness among members are:

- **Satisfaction.** Look for ways to increase the satisfaction the team gets from what it is doing.
- **Rewards.** Recognize contributions individual members make toward the team's goal. (This is especially important for new members or members with minor roles.)



- **Prestige.** Look for ways to increase your Lion's prestige.
- **Interaction.** Find ways to increase interaction between your team members.
- **Celebrate Your Success!** Your team deserves this. You also might want to celebrate the progress of your success at the halfway mark. This will help to build up any sagging morale.

Delegation

Delegating tasks can be rewarding. Club members will be motivated because they are involved. Members will recognize the club president's confidence in their talents because they were asked to complete a task. Also, more tasks can be completed by delegating.

When delegating tasks to club members:

- Match the responsibility to the Lion's interests and expertise.
- Establish objective(s) or goal(s) for the Lion. If necessary, explain standards for his or her performance.
- Help the Lion understand the importance of the responsibility and how the task contributes to the club project.
- Define clearly the tasks to be completed and the responsibilities to the Lion. Inform the Lion of timelines and limits. Allow him or her to make decisions with your consent. If mistakes are made, help correct them.

- Monitor the Lion's progress without being overbearing. You have asked him or her to do a task; let the individual complete the task. Do not take away responsibilities if you become dissatisfied. Provide guidance, but do not interfere.
- Provide feedback. Feedback provides encouragement and satisfaction. It is important to let the Lion know how he/she is doing.
- Evaluate the achievements with the Lion.

Delegating is not always easy. Club presidents often want to do everything to ensure tasks are done their way. However, asking club members to help allows club presidents and the club to complete additional tasks and build leadership within the club.

You will delegate successfully if you:

- Define clearly the responsibilities (and their limits) being delegated to your fellow Lion. Allow some freedom to take risks and make mistakes!
- Show the Lion how the responsibility contributes to the overall project.
- Select the right Lion for the right responsibility.
- Set a goal or objective for the individual Lion and, if necessary, standards for the quality of the performance.
- Give honest feedback. (Lions want to know how they're doing, and they deserve to know. Even negative feedback can give satisfaction to Lions; if done tactfully, it will encourage their leadership development.)
- Frequently share information and planning with everyone.
- Give Lions with major responsibilities a voice in the decision-making whenever possible.
- Don't keep checking on a Lion's performance or withdraw parts of an assignment before it's done. (Let go of the Lion!)

A Quick Review of Other Leadership Skills

Details of these skills can be found in the Leadership Development Manual (DA-300), which is available through the Leadership and Marketing Department at International Headquarters.

Giving an Effective Presentation

Major Steps

1. Know the purpose of your presentation.
2. Learn the needs and interests of your audience.
3. Organize your presentation.
4. Rehearse your presentation.
5. After you have delivered your presentation, get feedback.

Using the Right Style of Leadership

The skillful, successful club president adjusts the style of leadership to the situation without compromising his or her principles. In developing leadership, a president should know that the way he/she behaves as a leader (style) will depend on:

- The nature of the task or project
- The amount of time to accomplish the task
- The importance of the task
- The motivation and ability of the Lions to accomplish the task
- The kind of leadership the Lions expect

Problem-Solving

Here is one problem-solving procedure used widely in all kinds of groups:

1. Define the problem.
2. Get the facts.
3. Organize the facts.
4. Determine possible solutions.
5. Know the consequences of each possible solution.
6. Put your solution into action!
7. Evaluate your solution.

Resolving Conflicts

1. Get the parties to agree on the ultimate goal both want.
2. Suggest a compromise.
3. Do not offer the final solution yourself, but guide the Lions into suggesting it themselves. (This way they will believe in the solution much more.)

Enjoy the opportunity to be one of the leaders of your club. You not only represent your club, but also the district and association as you work with club members and the community throughout the year. Your term as a club officer can be a rewarding experience, personally and professionally. Your efforts are highly valued and appreciated. Have fun and good luck!

Club Vice-Presidents

Section C

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Position and Duties of the VICE-PRESIDENT

Duties

You will serve on the Board of Directors and accomplish special projects as may be assigned by the President. As First Vice-President, you will conduct the club meeting in the President's absence.

Not the least of your duties is to see that each Committee Chairman makes regular reports to the club, to the bulletin editor and to the Public Relations Committee for news releases to the press and other media.

During your years as Third, Second, and finally, First Vice- President, you have a good opportunity to prepare yourself carefully for the Presidency. By helping your President you also help build your future presidency.

The President has the authority to delegate the committees who will work under your direction. Help him choose Lion members who can do the best job. Encourage your committee members to perform fully, Your President and your club cannot succeed without teamwork.

"If the President is unable to perform the duties of his office for any reason, the Vice-President next in rank shall occupy his position and perform his duties with the same authority as the President; each Vice-President shall, under the direction of the President, oversee the functioning of such committees of this club as the President shall designate." — Article VII; Section D (3), Standard Form Lions Constitution and By-Laws.

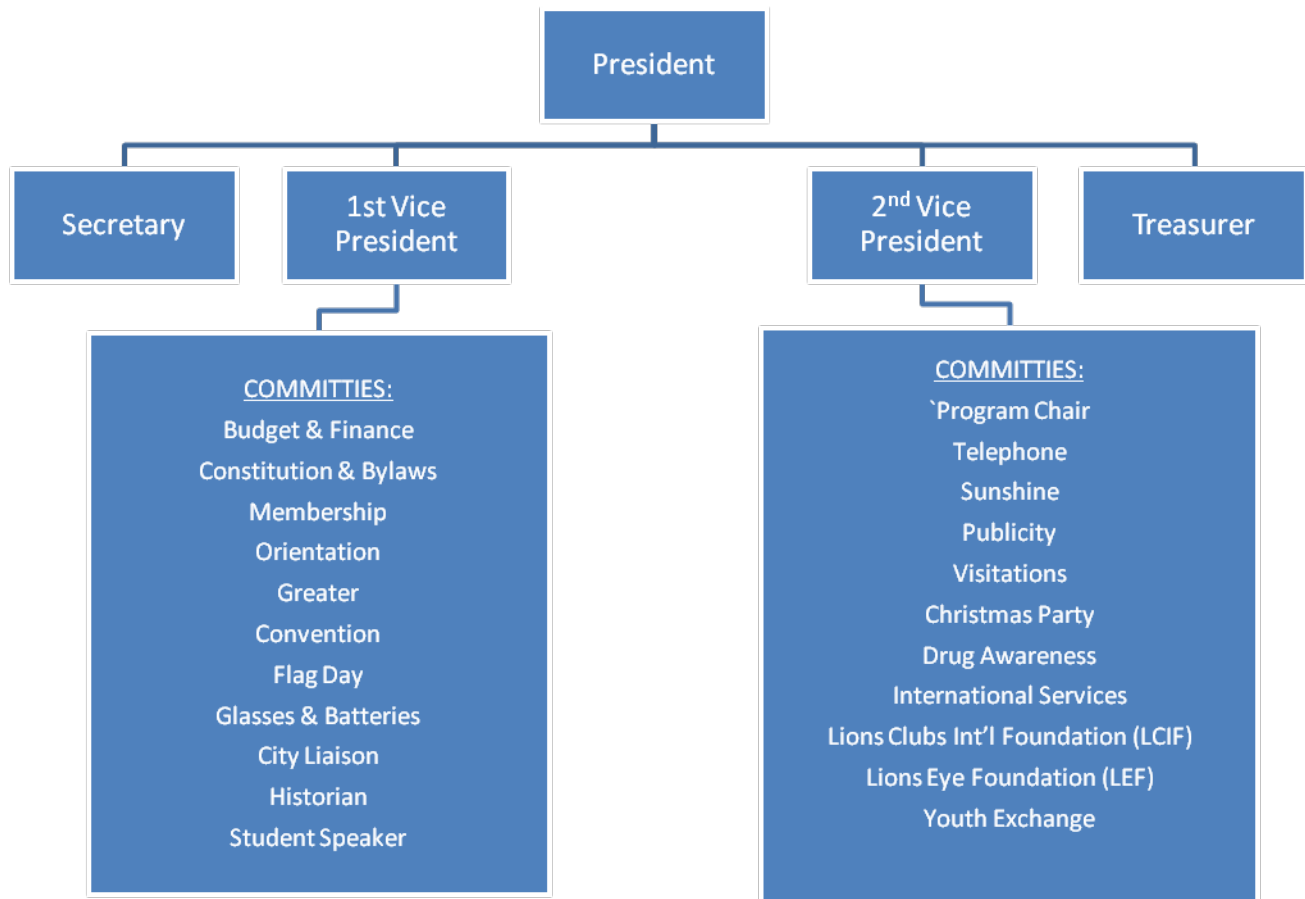
The following pages contain a simple flow chart depicting a method to spread the management tasks, assigned to each of your clubs officers, followed by a listing of Lions Clubs International Standard Committees.

Note: Your club may find it beneficial to operate utilizing a Third Vice President. You may then move a number of committees listed under the First and Second Vice Presidents to the Third Vice President, resulting in further diversification of your clubs management.

Flow Chart Summation:

A large portion of your president's daily work load is the management of the club. However, by the President sharing his or her work load with the Vice Presidents and having the Vice Presidents manage the committees below them creates a cooperative form of effective management, while providing on the job training to the Vice Presidents.

Please remember a successful club requires effective and proactive officers along with involvement of all your members, working together as a team.



SUGGESTION:

FIRST VICE PRESIDENT OVERSEES ADMINISTRATIVE COMMITTEES

COMMITTEE DISCRIPTIONS:

Constitution and By-Laws Committee

This committee is essentially interpretive in its functions, but also advises the Board of Directors when appropriate. From time to time it may request recommendations for revision to the By- Laws when considered desirable and presents proposed revisions to the Board of Directors and membership for approval as required.

Convention Committee

This Committee recommends to the Board of Directors for attendance at District, Multiple District and International Conventions each year. Such recommendations, accompanied by preliminary estimates of cost, must be given to the Budget and Finance Committee before the beginning of the fiscal year for use in preparation of the budget.

Greeter Committee

The greeters are to greet members as they arrive at each luncheon meeting and greet all visitors and guests and insure that they sign the Guest Book. They should endeavor to introduce visitors and new members to older members, who in turn can then introduce them to others. New members should be assigned to be Greeters for a period of not less than one month. This is an important step in assisting new members to more quickly become acquainted with their fellow Lions.

Historian

The Historian is responsible for maintaining the Club Scrapbook and assuring that a permanent record of the Lions functions is kept up to date.

Membership Committee

The Membership Chairman will aggressively encourage all members to be alert for prospective new members and advise them of proper procedures for recruiting as well as offering suggestions and incentives to assist them in acquiring new members. Once a proposal for membership by a sponsoring Lion is received by the Board of Directors, the Membership Chairman will assist the President in arranging for a meaningful induction ceremony and an orientation program. The Membership Chairman and the Sponsoring Lion should periodically monitor the new member's progress in fulfilling his or her activities.

The Membership Chairman should also keep the club roster current.

The Membership Committee will arrange to meet with the member who has very poor attendance, who is in default of his or her dues or who has asked to resign. The purpose of the meeting would be to determine reasons for the member's problems or deficiency and attempt to effect a correction in order to encourage and retain that member in our Club. The results of this action would then be reported to the Board of Directors for their information and possible further action.

Orientation Committee

Plans and presents a program to all new members that will provide an overview of Lions Clubs International as to history, objectives and organization, from International down through Multiple District, District, Region, Zone and finally, to Club level. Details of our Club organization and operation are discussed and illustrated. Officers describe their duties briefly. New members are asked to consider their preferences for committee assignments. At the conclusion, it is hoped that each new member will feel a sense of awakening pride in being a Lion.

Programs

The Program Chairman is responsible for providing interesting, informative and entertaining speakers at each meeting. He/she can delegate and solicit the assistance of the club members on a volunteer basis or entirely control the selection of speakers while being sensitive to the needs and interests of the Club members and the directions of Lions International. Good programs must always be available that can be substituted on short notice if necessary.

Publicity Committee

This committee is responsible for keeping the public advised of the activities of the Club. Each week there is a news release regarding the time and place of the meeting. For other Club activities, the committee plans a publicity campaign for each, arranges for pictures when

appropriate and prepares the news stories. These duties may be assigned to an individual. From time to time, the committee may arrange for a special press release on unusual newsworthy Lion activities. The committee keeps Club members advised of correct procedures in publicity matters. It should be borne in mind that publicity and good public relations are by no means confined to the use of the press. Original and innovative ideas must also be employed when appropriate, and need to restrict only by the bounds of good taste and the availability of financial or other sources.

Sunshine Committee

Contacts members who are ill and reports their condition at meetings; recognizes member birthdays and anniversaries by giving out birthday or anniversary cards at regular meetings. This committee also contacts the surviving spouse or other relative of a deceased Lion, offers condolences and initiates action for the Treasurer to make a donation in the name of the Club to a designated charitable organization. The committee also helps our handicapped members to get to meetings when possible.

Telephone Committee

This committee is for the purpose of informing the entire membership of events or occurrences which they might be interested in attending and where insufficient time is available to inform them through the Club Bulletin. It is this committee's most important duty to call each of the members a day or two prior to each meeting and find out if they are able to attend and encourage their attendance. The Chairman is responsible for calling his committee, giving them the details of the message and requesting them each to call those members on their list which is provided to them by their Chairman. Calls are to be made expeditiously; with every effort being made to contact each of those members assigned them.

Visitations Committee

This committee organizes visits to other Lions Clubs in the area. It publishes a schedule of such visitations as soon as possible after the beginning of each Lion year, showing the location of the Club, its meeting time, whether breakfast, lunch or dinner, planned departure time and place of departure. He/she is responsible for recruiting Club members who wish to make the visit and for clearing the visit with the President or Secretary of the Club to be visited. Visitations are an important element in promoting friendships within our Club as well as the Clubs visited. The Visitation Chairman should also attempt to encourage members to attain their Short-tail and/or Long-tail District Awards. The Short-tail is earned by visiting all of the Clubs in one's own Region. The Long-tail Award is earned by visiting all of the Clubs in one's District. An individual can make the visitation by oneself or while making an official Club visitation to achieve the Short- and Long-tail Awards.

SUGGESTION:

SECOND VICE PRESIDENT OVERSEES FINANCIAL COMMITTEES

Budget and Finance Committee

Prepares and submits a budget for the ensuing year to the Board of Directors for their approval. Holds meetings during the year as needed to review and budget and make

recommendations to the Board as needed. This committee acts as the "watch dog" for the club's financial situation.

Campaign Sight-First

The mission of Lions in Sight is to promote the collection of used eyeglasses for the purpose of recycling and use in developing nations worldwide and to provide at no cost primary eye care to the needy and low income citizens in economically disadvantaged countries. This is provided either through clinic missions or through established LIS permanent clinics. No-cost, comprehensive eye examinations are performed by a licensed ophthalmologist or optometrist. A coalition of Lions Clubs in the United States and abroad collect, neutralize, measure, and dispense the used eyeglasses at no cost to visually challenged needy people. LCI is dedicated to bring basic eye care and eyeglasses to a world of people in need. See www.lioninsight.org

City of Hope

This committee is in charge of the City of Hope canisters and promotion of the cause of the City of Hope within our Club. It will keep members informed of City of Hope activities and will periodically pass the canisters around the tables at regular meetings for whatever donations members may wish to make. The money is then deposited by the Treasurer in the Trust Fund and forwarded periodically to the City of Hope. If \$200 is collected in a fiscal year, the City of Hope will honor the Club by placing a tile on a special wall at the City of Hope with the name of our Club and the President for that fiscal year.

Club Dinner/Dance

This is an Administrative fund-raiser and a Club Social. It is important for Lions and their significant other to get together and just have a nice time together in fellowship. Having dinner together and dancing afterward a couple of times a year seems a nice way to get together socially. We charge ourselves a small amount over the cost of the Colombo Club and put the proceeds into the Convention Fund. At Convention time, we divide the fund equally between the members who are able to attend the District Convention.

Crab Feed

This committee is responsible for coordinating with the Club the duties necessary to have a successful and profitable fund-raiser. The Chairman must secure the use of the Oakland Blind Center. Arrange to have the tickets printed. He/she must oversee the raffle donations, the food preparation, and the bar set up and of course, the cleanup of the Blind Center when we are through. This is the Club's biggest fund-raiser and is held once a year in early February. The committee is in charge of its own ticket sales. ALL MEMBERS OF THE CLUB ARE AUTOMATICALLY MEMBERS OF THIS COMMITTEE!

White Cane Days Committee

Lions Clubs International has designated early-mid October and early-mid April as official White Cane collection dates. However, the White Cane collection efforts can be an on-going effort by any and all Lions Clubs. All supplies must be purchased by the Administrative Fund.

Therefore, ALL monies collected are designated for use in helping the blind. ALL MEMBERS OF THE CLUB ARE AUTOMATICALLY MEMBERS OF THIS COMMITTEE.

SUGGESTION:

THIRD VICE PRESIDENT OVERSEES COMMUNITY SERVICE COMMITTEES

Bingo Committee

All of the Clubs in the District are assigned to a Wednesday night twice a year to help work at the Bingo game run by our district to help fund the Blind Center of Oakland. This Chairman is responsible for finding five people to go the Bingo location in San Leandro from 5:30 p.m. to 10 p.m. Split shifts are okay. We must have five people on the floor for the entire time.

Changing of the Guard Party

As the Club management changes each year, the new team and their spouses are honored at an early-evening dinner, usually a Sunday, in late-June at which the new officers are inducted by the President or a former District Governor. This committee is in charge of all the arrangements and is usually chaired by the President of the Club. Typically, this is a potluck affair and is casual attire at a member's home.

Christmas Party

Traditionally, this party is a dinner. Members and spouses are encouraged to attend and enjoy an evening of socializing with fellow members and friends in the spirit of Christmas and in the spirit of Lionism.

Drug Awareness/Lions Quest/Lions for Youth

Lions International recognizes Drug Awareness as a subject necessary for Lions to embrace. However, the District has gone one step more and established a foundation to be the financial instrument to fund the Lions Quest program. Quest is a method of teaching teachers to teach students self-esteem. Lions for Youth Foundation meet regularly and our Club is encouraged to attend these meetings and report to our Board of Directors as necessary.

Flag Day Chairman

This committee is responsible for purchasing from the District Flag Day Chairman the flags necessary to distribute in our community. On the Fourth of July, along the Parade Route, it is nice to give the small children a flag to wave and their parents the information leaflet about our flag. The committee should arrange to have a label attached to the flag identifying it as from the Club.

Hearing Screening

The committee should reserve the Hearing Van to drive along the parade route. The Lions emblem on the side is excellent exposure to the community of our work in the community and publicity should precede the event to notify the community that we are offering free hearing testing at the Community Center after the parade. The committee should also arrange for a couple of audiologist to volunteer an hour or two of their time to the Club to conduct the screening.

Fourth of July — Parade

The committee should contact the Association for placement in the parade. Traditionally, the Lions march in the parade with folding chairs and kazoos. We wear white shirts, white slacks,

white "straw" hats and our Lions Vests. We kazoo patriotic songs and typically make the people along the route really smile. ALL MEMBERS OF THE CLUB ARE AUTOMATICALLY CONSIDERED A MEMBER OF THIS Committee.

Glasses

This committee arranges with local business to display the Lions Used Eyeglasses collection boxes. The periodically collects the used glasses and delivers them to the Oakland Blind Center. The Blind Center then sorts and forwards the glasses to our classification center. The glasses are then redistributed to needy patients -- usually in third-world countries.

International Services

This committee arranges for communication between Lions Clubs in another country -- called Twinning and can arrange for joint projects between the Clubs. This is an opportunity to break down the barriers of our many countries and foster fellowship through Lionism.

Lions Club International Foundation (LCIF)

This committee interfaces with the national organization on behalf of our Club, keeping it updated on the organization's activities. LCIF is the primary fund-raising arm of Lions International and provides International grants and gifts for a variety of purposes including disaster relief, sight conservation, etc. This committee should encourage the Club members to consider becoming Melvin Jones Fellows or giving a fellowship.

Lions Eye Foundation (LEF)

This committee interfaces with the Lions Eye Foundation Board of Directors and should attend the quarterly meetings; reporting back to the Board of Directors as necessary. If a needy person in the community is identified as requiring eye surgery, this committee shall process the application for the patient. The committee should also make sure the Club is a member Club of the Lions Eye Foundation and that the dues to same are current. The committee should also encourage the individual Club members to be Life Members of the Foundation and/or Helen Keller Fellows.

Student Speakers Contest

This committee organizes and conducts the Club Level student speaker contest. The Chairman must coordinate with the high school speech coach to arrange a suitable date and suitable student speakers. The winner of the Club contest then is advanced to the Zone Level contest, and the committee shall encourage all members to attend all levels of competition the Club winner attends.

Youth Exchange Program (YEP)

This internationally recognized project is to foster better international relations through the cultural exchange of young adults 16 to 21 years old. Members should be encouraged to host a student for three weeks in July/August or four weeks in December/January. Our exchanging countries are usually Japan, Denmark, Finland, Germany, Belgium, Australia, and New Zealand. Our members are also encouraged to send their children to stay with a Lion family in another country.

Club Secretary

Section D

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We Serve

Position and Duties of the Club Secretary

The Club Secretary "shall be under the supervision and direction of the President and **the Board of Directors and shall act as the Liaison officer between the Club and the** District and Multiple District in which this Club is located, and the Association."—Article VII: Section D (4), standard form Lions Club Constitution and By- Laws.

Introduction

Congratulations on your election as Club Secretary! During the next year you will be greatly challenged, for the continuing success of any Lions Club depends on whether it has a good Secretary. Adequate preparation will help you to meet this challenge. Study this manual, attend your Club's orientation session, and talk at length with the outgoing Secretary.

Although your President is expected to provide the Club's leadership, you are the key to his or her success of the year. Whether he/she earns the 100% President's award will depend on your ability and diligence in submitting all your required reports on time and in your responding effectively to correspondence. The Club's team spirit will often depend on your efficiency in obtaining all the awards each member has earned.

Your role in Lionism will often extend beyond the Club into the District. Team spirit is strengthened by a Club President and Secretary who work well together. You are a member of your District Governor's advisory committee, and it is essential that you attend all of this committee's meetings.

Best wishes for success!

Duties

The Secretary is the recording officer of his or her Club as well as the liaison officer between his or her Club and the District and between his or her Club and International Headquarters. His or her official actions are under the direction and supervision of the Club President and Board of Directors.

By thoroughly reading the International Constitution and Bylaws, the Secretary gains a good understanding of the operation of Lionism on all levels.

His or her specific duties are to:

- Submit regular monthly and other reports to the International Office of the Association on blanks provided.
- 'Submit to the District Governor's Cabinet such reports as it may require, including copies of regular membership and activities reports.
- Submit to the Contest Chairperson Club activities reports. The Contest Chair will provide the proper forms for the Club Contest reporting.
- Cooperate with and be an active member of the District Governor's Advisory Committee of the Zone in which his Club is located.
- Keep and maintain general records of his Club, including minutes of Club and Board meetings; attendance; committee appointments; elections; classifications (if any); addresses and telephone numbers of members; and Club accounts.
- Issue quarterly or semi-annual statements to each member for dues and other financial

obligations owed to his Club; and collect and turn those statements over to the Club Treasurer and obtain a receipt for them.

Record Keeping, General Suggestions

Record-keeping responsibilities of the Club Secretary vary with each Club and each President. To avoid confusion and misunderstanding, he/she should establish ground rules with the President as soon as he/she takes office.

A good Secretary is prepared for anything. Some items which will be useful to him or her are:

- The Club Secretary's Manual,
- The Secretary's record book or electronic version of the record book,
- International Directory (if Club orders one)
- International Constitution and By-Laws,
- Local Lions Club Constitution and By-Laws,
- Constitution and By-Laws of his District and Multiple District.

During his or her term, the Secretary will be expected to provide Lions with extra pins, cards for makeup meetings, proposals for membership forms, and other forms and materials.

Funds raised through fund-raising projects sponsored by the Club shall be used to finance club activities. Under no circumstances may the net income of funds raised from the public be used in any manner whatsoever for administrative purposes.

It is recommended that two bank accounts and two sets of books be established and maintained in the Club:

1. For the administrative fund (dues, Tail Twister fines, door prize income, etc.),
2. For the activities fund (monies from projects).

A Club Secretary should never supply a list of the Club's members to anyone without Board approval.

A Secretary's record book, designed to simplify the Secretary's task of keeping accurate and efficient records, is available from International Headquarters at a nominal cost.

Preparation for Meetings

Board of Director Meetings

The Secretary has three main duties in preparing for the Board of Directors meetings:

At the request of the President, coordinates topics to be covered:

1. Notifies Board members and individual committee chairmen (and others who are to make special reports) of the time and location of the meeting.
2. Records the minutes of the meeting in detail to provide the "business history" of the Club.
3. The Secretary's responsibilities will vary from Club to Club; therefore it is recommended that he/she establish ground rules with the President to avoid confusion at the Board meetings.

Regular Club Meetings

Although the style of Club meetings will vary widely, all should have a good program and plenty of good fellowship. A suggested list of events for a Club meeting includes:

Prior to the meeting:

1. Prepare a check off list of things to do.
 - a. Awards to be presented.
 - b. Attendance Sheets
 - c. Assemble correspondence to give committee chairmen or members.
 - d. Assemble and list information to be announced to members.
 - e. List items of interest for President.
 - f. List items of interest for Bulletin Editor (District Governor Newsletter, etc.).
2. Prepare necessary "New Member Kits".

During the Dinner Meeting

1. Check roll and make note of members with guests.
2. Record minutes of meeting.
3. Provide members with membership cards when dues are paid.

After the Dinner Meeting

1. Verify monies collected and record payment of dues on "Member Ledger" form (M-33-GBA).
2. Record charge for guests on "Member Ledger" form (M-33-GBA).
3. Record attendance and make-up meetings on "member Attendance Record" form (M-33-G).
4. Record awards presented on "Record of Club Service and Award" form (M-33-SA).
5. Deposit or turn over to Treasurer all monies collected.

Recording the Minutes

The minutes of Board and Club meetings must be recorded for future reference and Club historical purposes. Here are several guidelines the Secretary may want to follow:

1. Use his or her discretion as to what is important enough to be documented, particularly where discussion is involved.
2. Insure that the names of members making motions and seconds are recorded.
3. Don't try to record every word that is spoken, only those pertinent to Club or Board business or those which will provide the business history of the Club.

Club meeting items which should be documented in the minutes are: (1) members giving pledge, invocation, songs, etc.; (2) number of guests and members present; (3) attendance percentage; (4) committee reports; (5) matters of business needing approval of total membership; (6) name and topic, with comments about guest speaker or program; (7) presentation of awards to members.

Membership and Activities Report

Take time to familiarize yourself with the various forms clubs submit on a regular basis. Please note that most of these forms are available for submission online via the associations' web site Club Resource Center at <http://lionsclubs.org/EN/membercenter/managing-a-club/club-resource-center.php>.

Monthly Membership Report (MMR)

Every Lions Club uses this form to report its monthly membership. The report is submitted to International Headquarters either by mail, fax or online through a membership site on the associations web site. The report must be filed even if there is no change in the Clubs Monthly membership. To submit the membership report online, go to www.lionsclubs.org and click on Submit Reports in the upper right corner of the screen. A password is required to use the membership site. Requests for passwords or questions can be directed to wmmr@Lionsclubs.org. Refer to the Complete Reference Guide located on the Web Site for answers for any questions.

Paper reports (MMR) must be mailed to the International Headquarters by the 20th of the current month. Electronic versions of the Monthly Membership Report (MMR) must be filed by 12:00am Central Standard Time, by the last day of the current month. The membership reports are filed at the LCI web site: www.lionsclubs.org

Monthly Activity Report (MAR)

Every Lions Club uses this form to report its monthly activities. The report is submitted to International Headquarters either by mail or online through a membership site on the associations web site. The report may be filed on a monthly basis or annually. To submit the activity report online, go to www.lionsclubs.org and click on Submit Reports in the upper right corner of the screen. A password is required to use the membership site. Requests for passwords or questions can be directed to wmmr@Lionsclubs.org. Refer to the Complete Reference Guide located on the Web Site for answers for any questions.

The Club may be having an outstanding year, but unless this information is conveyed to the Zone Chairman, Region Chairman, District Governor and Lions Clubs International through the Activity Report and Membership Report, the Club might appear to be doing nothing. Thus it is essential that this report be accurate, timely, and fully covers all activities of the Club.

When received at Lions Clubs International the report is used to update the Association's records. Each M & A Report is acknowledged by a monthly statement if it shows added or dropped members or if there is a discrepancy in the number of members shown on the report and International records. The report is checked and the number of activities registered. The reports are then circulated among the various departments, including the Public Relations Department, which evaluates photographs and reviews the reports for possible publication.

Club Officers' Reporting Form (P101)

Every year this coded form is sent to each Club Secretary overseas, to be completed with the name, address and spouse's name of the newly elected Club President, Secretary, Treasurer and Membership Chairperson for the following fiscal year. The original should be mailed in the self-addressed envelope provided to the International Association of Lions Clubs so that it is received by May 15th. The report can also be filed on-line. It is very important that this form be fully completed immediately after the elections and mailed to the International Office. Lions Clubs International will forward passwords to the Club President and Club

Secretary based upon this report. Submit a copy of the Form to the District Governor so that the information can be updated in the District Directory.

Club Supply Order Form (M-74):

This form is used to order club supplies form International Headquarters. Remember to allow plenty of time for orders needed by a certain date. Only club presidents and club secretaries can place orders. Clubs may place orders and download the order form through the associations' web site (www.lionsclubs.org). The Club Supplies and Distribution Division of International Headquarters have many additional forms that can be very helpful for club management. Please refer to the Club Supplies Catalog.

Application for 100% Club Secretary Award

The application is provided by the District Governor. The form may change each year based upon the requirements set by the governor or Lions Clubs International. The form is to be submitted to the Governor at the end of June.

Membership Key Awards

Membership Key Awards acknowledge the importance of effeective recuitement in membership growht by recognizing the number of new members a lion has sponsored.

Each of the seventeen membersip keys is designed to reflect the number of new members sponsored. Keys are automaticly issued by International Headquartersm based upon the Monthly Members Report submitted by the Club Secretary, with a sponsoring Lion appropriately credited after a new member has remained a Lion for a year and a day.

ELIGIBILITY

1. A new member must remain a Lion for one year and a day (13 months) before the name may be used as credit toward a key; except in instances where the sponsored member dies or moves from the community before the expiration of the year and a day.
2. The name of the new member and the sponsor must be reported on the Membership & Activities Report of the club.
3. No member shall receive more than one key of the same type.
4. Charter, transfer and reinstated members cannot be used as credit for a key.
5. Only one sponsor can receive credit for a new member.

Number of new members required:

Key Award	Total of new Members sponsored
Membership Key	2
Membership Advancement	5
Builder	10
Senior Builder	15
Master	20
Senior Master	25
Grand Master	50
Key of State	75

Key of Nations	100
Monarch	150
International	200
250 Member	250
300 Member	300
350 Member	350
400 Member	400
450 Member	450
500 Member	500

All awards will be sent through the club secretary.

For more information on key awards, go to the Lions Clubs International.

Club Treasurer

Section E

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Position and Duties of the

TREASURER

"The Treasurer shall: receive all monies, from the secretary and otherwise, and deposit the same in a bank or banks recommended by the Finance Committee and approved by the Board of Directors; pay out monies in payment of club obligations only on authority given by the Board of Directors. All checks and vouchers shall be signed by the treasurer and countersigned by one other officer, determined by the Board of Directors; have custody and keep and maintain general records of club receipts and disbursements; prepare and submit monthly and semi-annual financial reports to the Board of Directors of this .club; give bond for the faithful discharge of his office in such sum and with such surety as determined by the Board of Directors." Article VII; Section D (5). Standard Form Lions Constitution and By-Laws.

Duties

The Treasurer is the financial officer of the club, and his or Tier official functions are under the supervision of the club President and Board of Directors. The Treasurer is a member of the club's Board of Directors. Normally, he/she is also Chairman of the Finance Committee. Specific duties are to:

- Receive all monies from the Secretary and otherwise, and deposit the same in a bank or banks recommended by the Finance Committee and approved by the Board of Directors.
- Pay out monies in payment of club obligations only on authority given by the Board of Directors. All checks and vouchers shall be signed by the Treasurer and countersigned by one other officer, determined by the Board of Directors.
- Have custody and keep and maintain general records of club receipts and disbursements.
- Prepare and submit monthly and semi-annual financial reports to the International Office of the Association and the Board of Directors of this club.
- Give bond for the faithful discharge of his or her office in such sum and with such surety as determined by the Board of Directors.

Correspondence

Your President and club Secretary will likely handle most of the club's correspondence, but you should be prepared to respond to letters addressed to you on a variety of financial topics. Correspondence must be answered properly and promptly to ensure that you're Club maintains good public relations with the community and a smooth working relationship with Lions Clubs International and your District Governor and his or her Cabinet. Generally speaking, correspondence resulting from action of your own Board should be acted upon within three days after the Board has met. Notes and letters intended for fellow club members should be conveyed to them as soon as possible.

Whenever possible type your correspondence: hand written letters should be neat and legible

How to be a Good Correspondent

1. **Send copies:** When corresponding with Lions Clubs International on matters other than routine reports and order forms, always send a copy of your correspondence to

your District Governor: always use your full club number in addition to your club name.

2. **Be professional:** Although a Treasurer need not be reminded, it is still emphasized that correspondence is always to-the-point, tactful, and easy to read.
3. **Reply:** Always reply to a request for help whether you are saying "yes" or "no." If "no," explain why help could not be made available. Express the club's regrets.
4. **Quote the By-Laws:** When informing a club member of any financial action you have taken or are about, to take which might cause some controversy or negative feelings, make sure you quote the section of the Constitution and By-Laws which authorizes your action. (In most cases, it is the Club Secretary who informs a member of his or her being dropped for non-payment of dues. When the Secretary does this, he/she should provide you with a copy of the correspondence.)

Financial Report

Most of your time at a Board meeting will be taken up with presenting and explaining your financial statement you prepare for the Directors and other club officers. You should also present it quarterly to the club. A financial statement should be sent to Lions Clubs International at the end of each semiannual period. The statement form you prefer to use is left up to you to construct.

You will save yourself a lot of questioning from the Board if you take pains to make sure the financial statement is as clear and accurate as possible. Although you are not responsible for the financial decisions and policy regarding spending or receiving of money, you are responsible for making accurate and timely transcriptions of financial data for everyone to understand.

It will help to make photocopies of your statement to pass to each Director and voting member attending the meeting. When you are called to give your report, review each item for the Board; anticipate their questions, and remember: All receipts and disbursements must be entered on the financial statement.

The club Treasurer pays out all the monies but only on Board authority. He/she also signs all checks and vouchers (which are countersigned by one other officer determined by the Board). Cash receipts have to be kept up to date at all times.

Although club financial reports have many different forms, all should follow these principles:

1. It should make clear sense and be easily read by each Board member; assume that every member is studying a financial statement for the first time in his or her life.
2. It should itemize income and expenditures for the period since the last financial report.
3. It should clearly show what the net monetary assets of the club were at the beginning and end of the financial period. There will often be a one- to two-week lag between the end of the last financial period and the Board meeting you are attending.
4. Some club Treasurers might want to indicate on the financial statement a running total of the amount of money which the club has actually spent on community projects since the beginning of the year, and then show what this total was a year ago. This can help measure a club's performance from year to year.

You're Bank

Sometimes Board discussion becomes heated in deciding if the same bank should be retained or another used as a depository for the club's funds. Although sensible politics might decide this issue, the Treasurer should feel free to suggest a bank since he/she will be responsible for banking transactions. All monies from whatever source must be deposited, as received, in a bank. Payments, or disbursements, for any purpose should not be made from cash or checks received by the club, but by check drawn on one of the club's bank accounts. All payments, including petty cash advances, should have a set limit and have been authorized by the Board. Each petty cash advance should be authorized by the Finance Committee and the Board of Directors. Any Lion receiving a cash advance should record it; he/she should also present proper expense receipts for any reimbursement he/she requests. Payments to the Districts and Lions Clubs International should be made immediately after you have received these monies from your members and then submitted at the next Board meeting for confirmation. Keep records according to the fund category; enter dates and amounts.

Generally speaking, a continuously large bank balance does not necessarily signify a successful Lions Club.

The Budget

Preparation of the club budget is one of your major responsibilities; you share it with the Finance Committee and often with the club President. A wisely constructed budget will make all the difference whether the club will be solvent at the end of its fiscal year. By carefully anticipating revenue and income and by carefully prioritizing spending needs of the club for the next six or twelve months, you as Treasurer can do much to assure that your club remains financially sound and healthy. Each club should have two budgets: an Administrative Budget *and an Activities Budget*.

It is important to keep in mind that a budget does not give "authority" to spend money; it is simply a guide to spending. Nevertheless, once the Directors approve the budget, every effort should be made to adhere to it.

Also remember that a budget:

- Keeps the membership well-informed of the club's financial condition (which they have a right to know).
- Provides the necessary discipline for keeping funds under proper category.
- Helps to establish proof that your club is a charitable organization.

Preparation of a budget is where your advice will be truly appreciated by the entire Board.

Caution!

Under no circumstances may the net income of Club projects or activities raised from the public be used in any manner whatsoever for administrative expenditures. It is recommended that the Club establish two bank accounts and two sets of books: one for its Administrative Fund (dues, Tail Twister fines, door prizes, income, etc.); the other for your Activities Fund (monies from projects and community activities).

Club and International Dues and Fees

The Treasurer, with advice of the Finance Committee and approval of the Board of Directors, should set annual members' dues at an amount which is necessary to maintain the financial health of the club.

If the amount of dues is insufficient to enable the club to operate efficiently, the Finance Committee should recommend to the Board of Directors that dues be increased. The Committee should stipulate the amount necessary to overcome the deficiency.

Club dues should be collected in advance, semiannually or quarterly. Invoices for dues should be sent to the members by the Secretary or Treasurer approximately ten days before the start of the dues-paying period.

All International charges and credits are accumulated during the month and included in an itemized statement sent monthly to the Lions Club Secretary or Treasurer. It is his or her responsibility to check the invoices and credits against the entries shown on the statement and, if everything is in proper order, to submit them to the Board of Directors for approval. Then they are to be turned over to the Treasurer for payment.

The statement is not to be returned to Lions Clubs International, but the upper portion should be sent along with the check. This will simplify the crediting of the payment to the proper account and make it possible for the club to retain the statements month after month for reference and permanent records.

FUNCTIONS AND DUTIES OF THE TREASURER

1. Receive all monies
 - Write receipts
 - i. Dues, dinner costs, tail twister fines, income from special fund raisers as Y&C raffle, white cane, etc.
 - In Administration Fund
 - i. 1. Dues, tail twister fines, supplies sales as banners, etc.
 - In Special Fund
 - i. 1. Income from special fund raisers
2. Disbursements
 - Some need not have any approval if budgeted
 - All disbursements should be made by check – countersigned
 - Advance for cash -- if it is a regular monthly or yearly budgeted project, need not be approved by the Board. All other disbursements must be approved by the Board
3. Budget
 - Check previous years records and plan budget accordingly
 - Very important part of the Treasurer's and club's life
4. Finance Committee
 - Recommended to have Treasurer with past Treasurer and President

5. Treasurer's Books
 - Up to individual Treasurer; or
 - Continue with the previous Treasurer's system
6. Reports
 - Monthly Statement
 - Year-end tax forms (IRS, Franchise Tax Board and Attorney General)

Tax Resources

- New Filing Requirement – e-postcard
- IRS – Frequently Asked Questions – New Annual Electronic Notice – ePostcard
- Form 990 Phase-in Filing Requirement
- Tax – 990 Tax Form Blank
- Tax – 990 EZ Tax Form Blank
- Tax – 990/990EZ/990-N Summary
- Tax – 990 Instructions
- Tax – 990 EZ Instructions
- Tax – Non Deductibility Disclosure Information
- Tax – Unrelated Business Income Tax
- California also requires a corporate tax return as well as a filing with the Department of Justice. California also requires an annual filing of Club officers.

Club Tail Twister

Section F

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Position and Duties of the TAIL TWISTER

"The Tail Twister shall promote harmony, good fellowship, life and enthusiasm in the meetings through appropriate stunts and games and the judicious imposition of fines on club members. There shall be no ruling from his decision in imposing a fine provided however, that no fine shall exceed 10 cents, and no member shall be fined more than twice at any one meeting. The Tail Twister may not be fined except by the unanimous vote of all members present. All monies collected by the Tail Twister shall be immediately turned over to the treasurer and a receipt be given therefore." Article VII; Section D (7), Standard Form Lions Constitution and By-Laws.

TAIL TWISTER

Duties of the Tail Twister are promoting harmony, good fellowship, and enthusiasm at club meetings by appropriate stunts and games and a judicious imposition of fines on Club members.

New Lion members might be inhibited and shy. A Tail Twister can eloquently introduce them and make them feel needed and a part of the club.

Fining members is a key element of a successful Tail Twister. But fining only for funds and not for fun is about the worst mistake in tail twisting. Where possible, a good Tail Twister should fine every member at least once at every second meeting. It might be considered bad taste to have a member continually overlooked in the fining because the member then comes to feel as if he/she is no longer a part of the club. By fining, the Tail Twister involves everyone happily in the meeting, helps publicize new and happy events, entertains, and assists the President in general management of the meeting.

One of the primary tasks of the Tail Twister is to extract humor and laughter out of Lions with jokes, puns, witticisms, mimicry, acting, singing or dramatization. Laughter transcends all creeds, religions, sects and color; it's universal. But, the Tail Twister's rostrum should never be used for insulting anyone. A Tail Twister who levies fines on members in order to satisfy his personal grudges only hastens his or her own demotion and fall from grace. Also, vulgar jokes are not compatible with the Ethics of Lionism. It lowers the club's respect in the community.

The tail Twister helps the Greeter in welcoming guests and members, creating a little bit of humor to set the mood of the meeting. He/she must keep in mind interesting bits and pieces of information about the members and guests which will help him in creating the mood of the meeting. He/she must coordinate with the President and his agenda the day before the meeting so that he/she can plan his fund and amusement and not disrupt the business meeting. The name of the game is to collect fines with having fun, and in order to do this, he/she must have a plan of action.

The Tail Twister works with the Program Committee creating excitement or amusement out of the program. He/she must, therefore, know what the program is about and how it will work into the meeting.

In working with the Attendance Committee, the Tail Twister can stimulate a good mood with members and the desire to attend further meetings. Keeping well informed on new members and making them feel welcomed and part of the group is so important in keeping membership up.

The Tail Twister is an Officer of the Club holding a position on the Board of Directors. He/she sets the mood of the Club and a very important role in the success of the Club.

General Advice on Fining

The Tail Twister may not be fined himself except by unanimous vote of all members present. All monies collected by the Tail Twister should be turned over immediately to the Treasurer and a receipt for same given to the Tail Twister.

Here is some advice about fining

- Move about the meeting room.
- Stand behind the member being fined.
- Make all eyes follow you. Motion is variety. It is lively. Standing still and talking is monotonous.
- Never embarrass anyone. The irregular attendee needs a warm welcome, not attention to his or her weakness. Fine for something other than attendance.
- Mention visitors, but fine only Lions.
- Fine the District officers if you wish, but never heavily. Check with them first. They will cooperate by giving a reason to fine them.

An observant Tail Twister can usually find enough reasons for assessing fines without resorting to fining for imaginary offenses. That is why it is important for the Tail Twister to search to find out, for example, who has recently become engaged, married, bought a new car, become a Father, promoted at work, etc.

Ideas for Fining

1. The Tail Twister can fine for increased volume in the singing by going from table to table, fining those who fail to sing loud enough.
2. The Tail Twister can liven up roll calls or "round table introductions" by insisting that the members have a slogan descriptive of their business or profession, fining those who have none, or whose slogans are too long or too exaggerated. He/she can keep down unusual disturbances at the meeting by fining those who are too noisy, or who are inattentive during round table introductions or roll call, or while announcements are being made.
3. All present members might pay a fine if one of them has cause to celebrate. The one celebrating would not have to pay a fine.
4. Have a joke-telling contest on a special night and give a prize for the best joke. Or, at any meeting, call on one or more Lions to give a spontaneous joke on-the-spot. Fine him or her on the joke according to the response from the audience.
5. Often a good idea is a presentation. Give a hair-brush to a bald-headed Lion; a whip to the Secretary or the President; deodorant to the Tail Twister; a set of curling pins to the curly headed Lion; a gardening tool to a gardener. This, of course, can go on indefinitely with all sorts of gags. There is no need to fine in every case.
6. Much fun can be had by the Tail Twister acquainting himself with the middle names of the members. Very few, of course, respond readily and those who are slow to respond can be duly fined by the Tail Twister. Likewise, this can be used as a Ladies' Night stunt.
7. The Tail Twister might sometimes decide upon a "uniform of the day." He/she might inform members that the required dress for the following meeting should include a

bow tie, unmatched socks, a piece of rope instead of a belt, or some other slight variation. Lions not in uniform become liable to a fine.

8. The Tail Twister gives a slip of paper to the President. On it is written a common word. The first Lion to use this word in addressing the meeting or in the Tail Twister's hearing at the meeting is either fined or receives a prize.
9. During meetings a Lion might be called upon to stand and formally introduce another Lion named by the Tail Twister. Any mistake in the introduction means a fine.
10. Fine for the use of words such as "Mister" or "Gentlemen" instead of "Lion."
11. Fine members for not wearing a lapel or dinner badge.
12. Fine members for not introducing their guests to particular club officers.
13. Fine members who arrive late for the meeting.
14. Finally, be different; excite your members with the unusual.

Quick Fines

For Quick fines, impromptu fining, pose riddles or ask tricky questions. If answered wrong, request a fine. Go right down the table or move around the room with questions.

Some Advice on Stunts

To be most effective, the Tail Twister must have a different stunt or gimmick at every meeting; otherwise, members might lose their enthusiasm. Stunts are important at every club meeting. With stunts, Lions have recognized a fundamental of human nature; that work done in the guise of play is many times more enjoyable. Some of the most meaningful things Lions have ever done have been done in the spirit of play. Lions, however, must use discretion and consider the safety and feelings of others.

The following stunts are presented here to show Tail Twisters that their imagination is their best resources.

1. **Passing the Buck.** The President calls on the Program Chairman to conduct the program. This Program Chairman says he/she has been a bit busy and has arranged for (member's name) to take over. One member hops up and says that actually he/she has been sick and has asked another member to conduct the program. The other member gives some other excuse and says he/she has arranged with somebody else. This continues until it's apparent that nobody has actually organized the program. The chairman calls a halt, and he/she then shows that a program has actually been arranged. (Chairman selects his or her crew to pass the buck.)
2. **Auction off a beautiful cake** with lots of frosting and trim. The one who bids for the cake and wins it has to cut a piece for a designated member. However, when the winner cuts into the cake he/she has just bought, he/she finds it is made of wood or Styrofoam.
3. **Thread on the Coat.** The Tail Twister will wear this thread. As each guest comes in, he/she notices that the Tail Twister has a white thread (or any color that contrasts noticeably) protruding through a seam on the back or shoulder of his or her suit or jacket. Someone will instinctively try to remove the thread, but the thread cannot be picked off or even snapped off! As the guest pulls, the thread grows longer and longer, as if the whole suit was unraveling. The Tail Twister, of course, has a spool of thread in his or her inside pocket. He/she has previously threaded the end through a

seam in his coat, then removed the needle and left an inch or so of thread hanging. As new guests arrive, the Tail Twister cuts the long, dangling thread back so that only a short, inviting strand remains as before. The earlier guests will watch with amusement as each newcomer yields to temptation and tries to remove the thread.

SUGGESTIONS FOR TWISTING THE TAIL

In addition to introducing each member at a meeting, the Tail Twister should plan to do something different each time to create interest. Some good examples are as follows:

1. Plan a Tail Twister's Delight for each meeting. Those members who wish to participate will donate (a fixed amount decided in advance). They then have to attend the following meeting to be eligible (this will aid the attendance). At that meeting, a name is drawn from those who donated, and the winner is honored in some manner.
2. The Lion may be placed on pillows and waited upon during the meal by a club member. He/she may be given a haircut in front of the group while the Tail Twister shines his shoes. That Lion may become "King for a Day," a bum, a famous personality complete with mask and attire. What happens at each meeting depends upon the ideas of the Tail Twister and their "assistants," and your club will certainly gain in fun and attendance if you make use of the Tail Twister's Delight. Those who attend are then asked if they would like to donate for the following meeting, etc.
3. The Tail Twister should be distinctive in some way from the other members. He/she should wear a large Tail Twister's Badge and may wish to improve upon the Bank he/she carries by adding horns or whistler, or he/she may use some different manner of dress at each meeting. His ingenuity can add a great deal of fun to the meetings.
4. Some Tail Twisters create interest by twisting the tail in a different manner each meeting. In Pay Right, each member pays the fine of the member on his right. (This will increase the fines at the meeting since members will do more things wrong if they do not pay the fines themselves. If you use this, be sure that a limit on fines is set so this does not get out of hand.) Some clubs have used a variation where two members to the left or right or three members on one side or the other pay the fine.
5. *Double Your Fine* can be used when you have a door prize. The members can either pay regular fines or have the opportunity to pay double the fine and take a chance on the door prize.
6. *Keep Talking* is still another fun way to raise money for a worthwhile cause and learn about each other at the same time. A member that introduces himself when the Tail Twister comes around must keep talking until the Tail Twister tells him to stop. He/she may talk about his family, his home, his business or anything, but he/she must keep talking. If he/she runs out of words, the Tail Twister Fines him. If a member does an exceptional job, the Tail Twister may pay his fine or present him with a gimmick prize as the best talker in the Club.
7. *Secret Word* — the Tail Twister chooses a word that is commonly used and writes it or paints it on a large piece of paper or cardboard. He/she places this on the wall with the blank side outward or hangs it so the writing cannot be seen. If any member used the word while he/she is being introduced, he/she receives a free meal at the next meeting. This idea has some interesting aspects to it. If the Tail Twister's attention is distracted, members will try to see what the word is. If the Tail Twister catches anyone attempting to see the word, he/she should use a special fine or gimmick agreed upon beforehand (i.e., the caught member might have to pay for the

Tail Twister's meal).

Remember: The Tail Twister can play an important part in creating interest in your Club

KNOW YOUR LIONS CLUB OFFICERS

- **President:** Leaps tall buildings with a single bound; is more powerful than a locomotive; is faster than a speeding bullet; walks on water; gives policy to "God."
- **First Vice President:** Leaps short buildings with a single bound; is more powerful than a single engine; is just as fast as a speeding bullet; walks on water if seas are calm; talks with "God."
- **Second Vice President:** Leaps short buildings with a running start and favorable winds; is almost as powerful as a switch engine; is faster than (almost as fast as) a speeding bullet; walks on water of indoor swimming pools; talks with "God" if special request is allowed.
- **Third Vice President:** Barely clears medium size pine trees; loses tug of war with locomotive; can fire speeding bullets; swims well; is occasionally addressed by "God's" secretary.
- **Secretary:** Steps over dog houses with ease; recognizes locomotives instantly; can fire BB guns; can float on back; can talk with "God's" secretary if special request is approved.
- **Treasurer:** Runs into buildings; recognizes locomotives three out of four times; is not issued ammunition; can stay afloat if properly instructed in use of Mae West; knows that there is a "God."
- **Lion Tamer:** Falls over door steps when trying to enter buildings; says, "Look at the Choo-Choo"; wets self with a water pistol; plays in mud puddles; mumbles to self.
- **Tail Twister:** Lifts buildings and walks underneath them; kicks locomotives off the tracks; catches speeding bullets in his teeth; freezes water with a single glance; he/she is "God."

Lion Tamer

Section G

Page 1 - 2



Lion Tamer

"The Lion Tamer shall have charge of and be responsible for the property and paraphernalia of the club, including flags, banners, gong, gavel, song books and button board. He/she shall put each in its proper place before each meeting and return the same to the proper storage area after each meeting and return the same to the proper storage area after each meeting. He/she shall act as sergeant-at-arms at meetings, see that those present are properly seated, and distribute bulletins, favors and literature as required at club and Board meetings. He/she shall give special attention to assure that each new member sits with a different group at each meeting so that he/she can become better acquainted." Article VII; Section D (6), Standard Form Lions Constitution and By-Laws

The Lion Tamer:

- Has charge of and is responsible for the club's property and paraphernalia. A proper storage area should be provided to insure safekeeping.
- Places any flags, gong, gavel, song books, button board, etc., in proper place before each meeting. The Lion Tamer does this early enough so the meeting can begin on time. The duty also entails the return of the equipment to the proper storage area after the meeting.
- Distributes bulletins, favors and literature as required at the meeting.
- Acts as sergeant-at-arms at meetings.
 - Sees that members are properly seated. This duty may require a check with the President and Program Chairman to determine who will sit at the head table. Lions should be encouraged to sit with different people at each meeting. Special attention should be given the new member to be certain he/she sits with a different group so all become better acquainted.

Board of Directors

Section H

Page 1 – 2



Board of Directors

The members of the Board of Directors shall be the President, Immediate Past President, the Vice-Presidents, Secretary, Treasurer, Lion Tamer, Tail Twister and all elected Directors. Regular meetings of the Board of Directors shall be held monthly at such time and place as the Board shall determine. Special meetings of the Board of Directors shall be held when called by the President, or when requested by five 15) or more members of the Board of Directors, at such time and place as the President shall determine. The presence in person of a majority of its members shall constitute a quorum at any meeting of the Board of Directors.

Except as otherwise specifically provided, the act of a majority of the Directors present at any meeting of the Board shall be the act and decision of the entire Board of Directors." Article VII; Section D (3), Standard Form Lions Constitution and By-Laws.

Board of Directors shall have the following duties and powers:

- It shall constitute the Executive Board of this club and be responsible for the execution, through the club officers, of the policies approved by the club. All new business and policy of this club shall be considered and shaped, first, by the Board of Directors for presentation to and approval by the club members at a regular or special club meeting.
- It shall authorize all expenditures and shall not create any indebtedness beyond the current income of this club, nor authorize disbursement of club funds for purposes inconsistent with the business and policy authorized by the club membership.
- It shall have power to modify, override or rescind the action of any officer of this club.
- It shall have the books, accounts and operations of this club audited annually or, in its discretion, more frequently and may require an accounting or have an audit made of the handling of any club funds by any officer, committee or member of this club. Any member of this club in good standing may inspect any such audit or accounting upon request at a reasonable time and place.
- It shall appoint, on recommendation of the Finance Committee, a bank or banks for the deposit of the funds of this club.
- It shall appoint the surety for the bonding of any officer of this club.
- It shall not authorize, nor permit the expenditure, for any administrative purpose, of the net income of projects or activities of this club by which funds are raised from the public.
- It shall submit all matters of new business and policy to the respective Standing or Special club committee for study and recommendation to the Board.
- It shall name and appoint, subject to approval of the club membership, the delegates and alternates of this club to District (Single or Sub- and Multiple) and International Conventions.
- The Board of Lions Clubs meets in many ways. Some meet before or after the regular club meeting; some in the evenings at the club meeting place or at the homes of members. Evening meetings usually allow more time for discussion of club problems.

Parliamentary Procedures

Section I

Page 1 – 4



PARLIAMENTARY PROCEDURE

Robert's Rules of Order

1. Purposes
 - a. To prioritize matters for consideration.
 - b. To facilitate orderly conduct of meetings.
 - c. To facilitate resolution of conflicts.
 - d. To expedite decisions on proposed matters.

2. Use of Rules and Procedures
 - a. Conduct of meetings.
 - b. Types of motions.
 - c. Debate.
 - d. Vote.
 - e. Committees and Boards.

3. Use of Rules in Lions Clubs
 - a. Board meeting.
 - b. Membership meeting.
 - c. Committee meeting.

4. Important Rules to Remember
 - a. See Charts on the next two pages.

Parliamentary Procedures at a Glance:

To do this (1)	You say this	May you interrupt the speaker?	Must you be seconded?	Is the motion debatable?	Is the motion amendable?	What vote is required?
Object to procedure or to a personal affront	"Point of order"	May interrupt speaker	No second is needed	Not debatable	Not amendable	No vote required. The Chair decides
Request Information	"Point of information"	If urgent, may interrupt speaker	No second needed	Not debatable	Not amendable	No Vote required
Ask for a vote by actual count to verify a voice vote	"I call for a division of the house"	May not interrupt the speaker	No second is needed	Not debatable	Not amendable	No cote required unless someone objects
Object to considering some undiplomatic or improper matter	"I object to consideration of this question"	May interrupt speaker	No second needed	Not debatable	Not amendable	Two thirds vote required
Take up matter previously tabled	"I move we take from the table"	May interrupt speaker	Must be seconded	Not debatable	Not amendable	Majority required
Reconsider something already disposed of	"I move we now (or later) reconsider"	May interrupt speaker	Must be seconded	Debatable if original motion is debatable	Not amendable	Majority vote required
Consider something out of its schedule order	"I move we suspend the rules and consider..."	May not interrupt speaker	Must be seconded	Not debatable	Not amendable	Two thirds vote required
Vote on ruling by the chair	"I appeal the chair's decision"	May interrupt speaker	Must be seconded	Debatable	Not Amendable	Majority vote required

- (1) The motion or points above are listed in established order of presidency. When any one of them is pending, you may not introduce another that is listed below it, but you may introduce another that is listed under it.
- (2) In this case any resulting motion is debatable
- (3) Chair decides

Parliamentary Procedures at a Glance:

To do this (1)	You say this	May you interrupt the speaker?	Must you be seconded?	Is the motion debatable?	Is the Motion amendable?	What vote is required?
Adjourn the meeting	"I move that we adjourn"	May not interrupt the speaker	Must be seconded	Not Debatable	Not amendable	Majority vote required
Recess the meeting	"I move that we recess until...."	May not interrupt the speaker	Must be seconded	Not Debatable	Amendable	Majority vote required
Complaints about noise, room, denature, etc.	"Point of privilege"	May interrupt speaker	No second needed	Not debatable (s)	Not amendable	No vote required (3)
Suspend further consideration of something	"I move we table it"	May not interrupt speaker	Must be seconded	Not debatable	Not amendable	Majority vote required
End debate	"I move the previous question"	May not interrupt speaker	Must be seconded	Not Debatable	Not amendable	Two thirds vote required
Postpone consideration of something	"I move we postpone this matter until...."	May not interrupt speaker	Must be seconded	Debatable	Amendable	Majority vote required
Have something studied further	"I move we refer this matter to a committee"	May not interrupt speaker	Must be seconded	Debatable	Amendable	Majority Cote required
Amend a motion	"I move that this motion be amended by ..."	May not interrupt speaker	Must be seconded	Debatable	Amendable	Majority Vote required.
Introduce business (a motion)	Primarily "I move that..."	May not interrupt	Must be seconded	Debatable	Amendable	Majority vote required

- (1) The motion or points above are listed in established order of presidency. When any one of them is pending, you may not introduce another that is listed below it, but you may introduce another that is listed under it.
- (2) In this case any resulting motion is debatable
- (3) Chair decides

Protocol

Section J

Page 1 – 3



We Serve

PROTOCOL

1. Definition
 - a. A code prescribing strict adherence to correct etiquette and procedure.
2. Purposes
 - a. To show proper respect for Lion dignitaries and other dignitaries.
 - b. To establish a uniformity of rules this will insure maximum adherence to traditional modes of conduct.
 - c. To enhance the dignity and efficiency of the proceedings.
3. Uses of Protocol - Lions Functions
 - a. Order of precedence.
 - b. District Governor's official visit to Clubs.
 - i. Club costs.
 - ii. Guests.
 - iii. Seating at Head Table.
 - iv. Induction of new members.
 - v. Introduction.
 - vi. Governor's message.
 - vii. Publicity.
 - viii. Token of appreciation.
 - ix. Suggested seating.
 - c. Club installation.
 - d. Club ladies luncheon.
 - e. Club banquet.
 - f. Club meetings.

Flag Etiquette

Here are some tips on how to display Old Glory. This information is taken from "Let's be Right on FLAG ETIQUETTE," a pamphlet issued by the American Legion.

1. The Flag, when carried in a procession with another flag or flags, should be either on the marching right or, if there is a line of other flags, in front of the center of that line.
2. No other flag or pennant should be placed above or, if on the same level, to the right of the flag of the United States.
3. The Flag of the United States of America, when it is displayed with another flag against a wall from crossed staffs, should be on the right (the observer's left), the Flag's own right, and its staff should be in front of the staff of the other flag.
4. The Flag should be at the center and at the highest point of the group when a number of flags of states, localities or pennants of societies are grouped and displayed from staffs.
5. When other flags are flown on the same halyard with the Flag of the United States, the Flag of the US should always be at the peak. When the flags are flown from adjacent staffs, the Flag of the US should be hoisted first and lowered last. No flag or pennant may be placed above the Flag of the United States or to its right.

6. When displayed either horizontally or vertically against a wall, the Union should be uppermost and to the Flag's own right, that is, to the observer's left. When displayed in a window, the flag should be displayed in the same way, with the Union or blue field to the left of the observer in the street.
7. When used on a speaker's platform, the Flag, if displayed flat, would be displayed above and behind the speaker. When displayed from a staff in a meeting room, the Flag should hold the position of superior prominence in the front of the room and to the right of the speaker (to the audience's left).

Governor's Visitation

1. Club President shall introduce the Zone Chairman.
2. Zone Chairman shall introduce the Region Chairman.
3. Region Chairman shall introduce the District Governor.
4. Governor shall introduce the Cabinet Secretary, Treasurer and Vice Governors.
5. Each Cabinet Officer should carry with them a brief resume of his/her career in Lionism.
6. The Zone Chairman should call the President or the Club Secretary a short time in advance of the Governor's visitation to make sure everything is in place for the Governor's visit.
7. Below is the protocol seating for the head table when the Governor visits a Club.

(Audience)

7	5	3	1	Podium	2	4	6	8
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1. Club President (presiding officer)
2. Principal Speaker / District Governor
3. First Vice Governor
4. Second Vice Governor
5. Master of Ceremonies

The principal speaker would occupy the number two seat, than other lions in accordance with general order of precedence. If Possible there should be the same number of seats to the right and left of the chairman or presiding officer (to the audience's left).

Public Speaking Tips

Section K

Page 1 – 8



PUBLIC SPEAKING

Public speaking is likened by many people to banging your head against the wall; it feels so good when you stop. We often look at public speaking as a necessity rather than as an opportunity, an opportunity to impress others with your ideas and an opportunity to show leadership. Effective speaking is a skill. It takes practice and you have to work at it, but the rewards are tremendous and they affect everything else that you do. Learning to become a more effective speaker and communicator is not only about speaking better. It is really about overcoming your fears and developing confidence. Develop confidence in your ability to handle the audience whether it is the board of directors, club members or the community. It is about overcoming your fears of rejection, which is the reason most people do not speak up at meetings, of the fear of getting caught with nothing to say — you are the MC of an event and unexpectedly you need to talk for 5 more minutes or ultimately, the fear of saying the wrong thing at the wrong time.

By becoming involved in public service, you will be organizing, motivating and persuading people. There are no financial rewards. We run meetings that get a lot done are motivators. Public perception that Lions is a worthy organization is rewarding. Effective communication is required to accomplish all of these.

The manual has a few inserts that will help you organize and deliver a speech. I want to spend the rest of my presentation talking about listening.

Speaking in itself does not mean that you are getting your point across. What you communicate involves a lot more than what you say. The real message is not what you thought you said, but what the listener thought you said. No matter how well organized your speech is, it is meaningless if nobody listens. Listening is hard work, the listener needs all the help you can give him or her. You need to put the listener at ease.

1. Physical Barriers

- a. Desk, high-back chair.
- b. Reputation precedes you.
- c. How the speaker looks (there is a saying that Lions should have grey hair and hemorrhoids for that look of concern).

2. Inform the Listener

- a. Explain the big picture before describing details.
- b. Tell what is going on (call on telephone -- Joe, could you come into my office at 5:00 p.m. The listener is probably thinking the worst. Better said -- Joe, I need to discuss the proposal you prepared, could you come into my office at 5:00 p.m. This lets the listener know what is going on so he/she will not think negative, which inhibits communication).

3. The answer machine is a perfect example of good speech making. You have to organize what you say, you have a time limit and you only have one chance to say it.

How to Score Big With In a Presentation

To begin with, you need to focus on your goal. Are you going to give an informational speech, are you going to sell something or are you simply going to be entertaining? You are going to have to learn a little about the audience and the speaking environment. What is the occasion? Who is going to be there? How big is the group? Are there going to be other speakers? The more you find out, the more creative you can be in targeting your message with the less likelihood of being surprised when you get up to speak.

An effective presentation requires a structure of Introduction, Body and Conclusion.

1. Introduction

Design your opening to catch the audience's attention. A good opening could be a challenging statement, quotation or question. You are establishing a relationship with the audience. This is the time when they will open up to you or begin to reject you. Keep in mind the 30-second first impression rule. You want to display confidence and non-nervousness.

2. *Body*

The body of the speech contains the support for your purpose. You are going to present the facts for your argument, proof that your product is better or convince them that this is the best charity to give. This is where you have to let your enthusiasm show. How can anybody be persuaded to your ideas unless you show them that you too have strong feelings. Personalize your speech. Tell them some of your personal experience or stories. Make it as dramatic as you can. Make your audience feel something.

Your main points should be simple and relevant, and you should not state more than four or five of them.

3. *Conclusion*

The audience will always close in more when you say, "in conclusion" or "to summarize." Use a memorable story or repeat a call to action. Summarize quickly.

Delivery Techniques

In order for your presentation to have maximum impact, there are a number of delivery techniques that are effective.

1. Your eyes should neither stay in one place, nor roam around the room restlessly. Pick at least four or five people in the audience to vary your eye contact.
2. Pause to show a transition or dramatic effect. You should always pause after acknowledging your introduction and before you start your speech.
3. Vocal variety adds excitement to your speech. Good speakers sometimes go from a whisper to shouting.
4. Concentrate on your ideas instead of the words. You will be more spontaneous and less like you are reading. Get excited about your ideas. It will be your enthusiasm that will carry the speech. It is like the music that carries the words. They do not always remember the words, but they always remember the music.
5. Gestures are critical to effectively deliver a speech. There is no set number of gestures that are most effective. These have to be natural to you.
6. Use your body positioning to help get the message across. Turn your body to face different directions. This allows you to bring in the audience sitting in different parts of the room. Stepping away from the podium is effective.
7. The use of language needs to be well thought out because it can be a tremendous asset or an embarrassment. For example, "Do not tell me any sex jokes, I do not get it."

The following is from an article in the January 1992 "Business News"

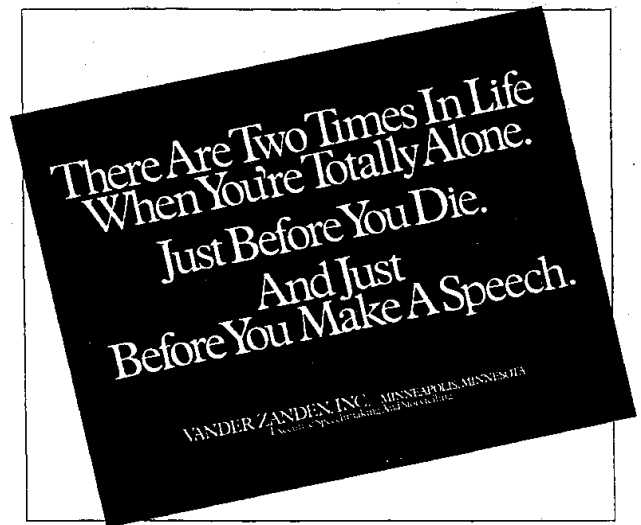
How to Decide What to Say When You're Giving a Speech

By Sarah Vander Zanden

When I first began coaching CEOs and other executives in speechmaking, I concentrated solely on presentation — 9ice, diction, posture, gestures, etc.

I soon realized that presentation alone wasn't enough to turn a bad speaker into a good one, or a good speaker into an excellent one. For most speakers, presentation was only part of the problem. Just as important was the fact that the speaker had come to me with a speech that was, whether hastily or carefully written, still badly prepared, with fuzzy thinking about the topic and no thought at all about the audience.

In order to help the executives I work with one-on-one and in seminars, I've developed a six-step process for preparing a speech. Obviously, the process benefits from the kinds of exercises and feedback my clients receive; but the process can help anyone who uses it diligently to improve his or her speechmaking abilities.



STEP 1:

Audience and Situation Analysis;

Think back (way back, if you have to) to the last really good speech you heard. What was good about it? Was it just the speaker's well-modulated tones and graceful gestures that impressed you? Was it really the elegant turns of phrase? Or was it mostly the fact that the speaker was saying something of interest to you?

I sincerely believe that the last point is the most important one — that the best speech (or article or report or memo, for that matter) is the one that does the best job of relating to the audience's needs and wants.

That doesn't happen automatically — even if you and your audience work for the same department, live in the same community, and have similar interests. If your audience is composed of total strangers, you have even more information gathering, and more thinking, to do.

Here are some questions I suggest to my clients as a starting point for audience analysis:

- How many people will there be in the audience? (That determines how formal you need to be, among other things.)
- What are those people like? (Try to get a rough idea of the age range, male/female mix, socio/economic and educational background, cultural characteristics.)

- What do they have in common with each other? What do you have in common with them?
- How will they use this information? This is the last and most crucial point. What do you have to say that your audience really needs or wants to know?
- How can you make your message relevant to their hopes, dreams, fears, or frustrations? Once again, the more distance there is between you and your audience — the less you have in common — the more difficult this question will be to answer. But it's always, always crucial.

STEP 2

Call to Action.

Remember the old advice to "start at the beginning"? Well, when it comes to preparing a speech, that advice is absolutely wrong. The place to begin is at the end, with the answer to this key question:

"What do I want my audience to do with the information I've just given them?"

Be as specific as possible: "Vote yes on Proposition XYZ." "Do your part in increasing productivity by 12 percent in the coming year." "Help us to maintain the same level of services in the face of a 15 percent budget cut."

Think of it this way: If you do not feel strongly enough about your topic to ask other people to support it, why waste your time talking about it at all?

STEP 3:

Focusing your message;

Once you've determined what your speech is supposed to accomplish, you can really pin down what it's going to be about:

- The benefit that Proposition XYZ will have for our community, and how community residents can support it.
- The need for increased productivity in our department, and how each of us can benefit from it.
- The impact of the budget cut on community services, and what we can do to avoid damaging effects...

STEP 4:

Knowledge Points;

Too often, people try to make their points quantitatively, by slinging at the audience every possible argument that supports their viewpoint and undermines the opposition. It's obviously too much for audiences to comprehend — and they soon stop trying.

It's much more effective to make your point qualitatively. Choose at most three key concepts, ideas, or pieces of information that the audience must know, understand, and accept in order to deliver the response you're seeking from them.

For example:

- Proposition XYZ will create 2,114 new jobs within the next four years.
- Proposition XYZ will increase the take-home pay of the average citizen by \$52 per month.
- Proposition XYZ will have no negative impact on the environment.

The vital thing to remember in choosing your knowledge points is that they must relate to the needs of your audience. In speaking to a group of unemployed workers, for example, point A above would be strongly persuasive. Point B would be less so.

STEP 5:

Persuasion Strategies;

Steps I -4 give you a solid outline for your speech. The final two steps are the means of fleshing out the speech, adding interest and appeal. (Note that this is where most people start — with the steps that really belong at the very end of the preparation process.)

There are many, many kinds of persuasive strategies. Some are more difficult to master than others, and the total list with complete descriptions would fill another article. Some of the more familiar of them include:

- Anecdote: A short account of a humorous or interesting incident; useful for adding a personal touch to impersonal information.
- Analogy: Using a familiar concept to explain something that's new or complex. "It's like a . . ." is the typical introduction to an analogy.
- Expert evidence: But remember, it's persuasive only if your expert is someone well-regarded by your audience.
- Objective data: Facts, figures, and statistics are important for credibility, of course. Just don't let these rational persuaders completely swamp the emotional ones — because most people make their decisions primarily for emotional reasons.

On the other hand, most listeners won't make all the necessary connections between your persuasive strategies and your call to action.

That means the touching anecdote about your Aunt Martha won't stand on its own. It needs a connection: "This story shows the great impact that Proposition XYZ will have on senior citizens." And, to be really persuasive, it also needs to be related directly to your audience's needs and wants: Any of you who are concerned with the care of aging parents, grandparents, or neighbors will realize the impact that Proposition XYZ will have on their lives, as well."

STEP 6

Opener and Transitions

A speech without good transitions is like a road filled with potholes: You'll get to your destination, but it won't be a pleasant ride. That's why the final step in this technique is to write out opening lines and transition statements that provide a smooth, logical flow from one of your knowledge points to the next.

If you follow the six-step outline above, you'll have done careful, thorough preparation that will help you avoid the speech that's "full of sound and fury, signifying nothing."

Now, if you want to keep it from sounding like a "tale told by an idiot," all you have to do is practice, practice, practice. But that, too, is another article. ■

Making Speeches with Impact

By Arch Lustberg

The first step toward peak effectiveness in public speaking is recognizing that all good oral communication is rooted in conversation. Even when you're watching an actor play Hamlet, he/she must make you feel as though he/she's talking to the people around him, and that in the soliloquies he/she's talking to you.

The second step is keeping in mind that communication is the transfer of ideas from one mind to another. Anything that interferes with the smooth, easy, effortless flow of an idea confuses or even destroys the communication.

When you're reading a book and see a gravy stain or a hair on the page, communication is interrupted. When a speaker has an unusual voice — a high-pitched, nasal, strained, hoarse sound, for example — communication is interrupted. A strange use of hands — such as a constant, rhythmic buttoning and unbuttoning of a jacket — can destroy communication.

If the interruption occurs while you're reading a book, you can go back and reread the page. Not so when the interruption comes during spoken communication. The damage can be irreparable. Effective oral communication depends on clarity on the first try.

There's a theory: If everyone could be to ensure smooth communication of ideas.

The third step toward peak effectiveness is being aware that every oral communication — except telephone, radio and recordings — involves the speaker's face and body as well as his voice. It's particularly important to remember that the hands and the face are NAKED... and they're usually the parts of the body we try to "hide" from the audience. Later in this article you'll get an idea of how awareness and control of what you do in animated conversation can help you look better, as well as sound better.

The fourth step in achieving maximum effectiveness in oral communication is recognizing that the speaker should be pleasant and interesting to see and hear, should communicate logical meaning and attitude easily and directly, and should come across to an audience as a sincere person with a genuine desire to communicate these ideas. All very easy to say — but very difficult to accomplish. Let's see if we can make it easier and more natural for you.

- ✓ The speaker should be pleasant and interesting to see.
- ✓ Being pleasant or interesting isn't enough. The combination of the two is most effective.
- ✓ A grin is pleasant. A smile is pleasant. If neither is varied, the effect is studied.

On certain occasions you may speak on a panel. When someone else is speaking, give that person your total attention — physically as well as mentally.

If you aren't aware of where you're looking, it can seem as though you don't care what's happening. And if you don't care, why should the listener?

The speaker should be pleasant and interesting to hear. A soft, boudoir-sexy voice is pleasant enough. After five minutes without variation, it will put an audience to sleep. A grating, rasping voice is certainly interesting. It's also painful.

The person who . . . uh, uh . . . has a hard time . . . uh . . . uh . . . getting out . . . uh . . . the next . . . uh, uh . . . word . . . uh . . . without . . . uh . . . uh . . . making a sound (I call it the audible pause) is interesting but terribly irritating.

The listener's urge is to help the unfortunate soul get the next word . . . uh . . . uh . . . uh . . . uh . . . OUT.

Let's practice breathing. Place your hand on the area just below the rib cage. Take a few comfortable, relaxed breaths. On an exhalation, vocalize the sound "oo" (as in "to") quietly for about three seconds. Do it again in as low a pitch as possible. Now do it in as high a pitch as possible. Now do it in the middle, comfortable pitch. This sound, if your body is relaxed, will be the most pleasant, most interesting BASIC sound you can make without special coaching. Make this sound the one you use when delivering your speech.

K7

'The speaker should communicate logical meaning and attitude easily and directly. Every word, every phrase, every sentence makes some logical communication unless the entire receiving mechanism has been turned off out of total boredom or through some extraneous listening circumstance (a sudden severe stomach cramp hits the listener, an ambulance siren catches the hearer's total attention).

Every idea worth communicating contains an attitude, an emotion, a feeling. (If it doesn't, I urge you to edit the idea out of your speech.)

Take the sentence, "I thought Congress would pass the bill." Logically, that says, "There was a piece of legislation proposed and I expected Congress to okay it." The words alone say nothing, zero, about what actually happened. So, if it did PASS, I'd speak those words in a very specific way. If it didn't, I'd speak those words in a totally different way. And, if that totally stupid alternative bill passed in its place, I'd have an entirely different delivery.

Try each aloud:

1. "I thought Congress would pass the bill." (And it did.)
2. "I thought Congress would pass the bill." (But it didn't.)
3. "I thought Congress would pass the bill." (But would you believe it, those idiots passed a rotten alternative.)

You can probably think of more examples, but these three should help you understand that what you say can never convey complete meaning by itself. Listeners must also hear HOW YOU SAY IT to understand the total idea. That HOW is governed by three basic vocal tools that give you the techniques of creating emphasis to vary your sound. These tools are volume, pitch and rate.

Volume is the decibel level of sound — the degree of loudness or softness.

Pitch is the position of sound on the musical scale — the highness or lowness.

Rate is the duration of sound — the fastness or slowness.

Volume variety is the least valuable, least effective vocal tool available to the speaker. It's great when the object is to discipline a child or an animal, or to wake a dozing audience, but that's rare. "NO!" shouted firmly and forcefully tells the youngster that what is being done is wrong and that he/she should "stop it." The most common use of volume in the wrong place is the politician who is either unskilled in platform speaking or running scared. The microphone and the audience are ignored as the politician shouts. Loud sounds are irritating, especially when the loudness is unabated and unnecessary.

The vocal variation of conversation is most often a combination of pitch and rate change. "How did you like it?" is the question. The reply is, "It was fantastic." If the word fantastic sounds like the two words preceding it, there is no emphasis and therefore no real meaning.

FAAAAN

FAAAAN

TAS

TAAAAS

TIC - is one way of saying it.

Tic - is another

There are others, too. But the point is that the word deserves a pitch change and a rate change to make it mean what you want it to mean. In conversation, in gossip, in storytelling, in confidences, in mystery — rate as well as pitch is constantly changing for effect.

Try:

1) UNNNNNN BEELEEABLE

2) G E O G O U S

3) PRE P O S T E R O U S

4) H E / S H E
SHOULD BE FIRED

You can utter sounds and form words. But to really communicate, you must express yourself — and the best expression is uninhibited and unself-conscious.

1. I had a wonderful time. (Unless you do something wonderful with the word *wonderful*, your host will think you're lying.)
2. That garbage gave off the foulest smell. (It couldn't have been worse!)
3. Give me that knife. (If you don't, I'll shoot you.)

Very little of *that* kind of variation will happen. You've got to be willing to *exaggerate* in order to really make it come out the way you intended.

That's vocal flexibility: the willingness and ability to use the vocal tools of pitch and rate.

There's also body flexibility. When you are standing at a podium, body flexibility is a willingness and ability to lean forward and gesture in a natural manner when making a certain emphasis. Most of us "talk with our hands." That is, we tend to gesture in comfortable conversation. That tool — gesture — is a wonderful way of saying "I really want to get this point across to you." It's true communication.

We also tend to forget *facial flexibility* when the situation is formal. Most people are truly amazed when they see themselves on a television playback — amazed at how expressionless their faces are. They thought they were expressive. But that element of fear or self-consciousness caused them to duck back inside

themselves rather than come out of themselves. Even natural extroverts tend to "pull in" when a stressful situation occurs.

The most vivid way to show the importance of this facial difference is through illustrations. When used correctly, the eyes are open, the brow is elevated, and the expression says "communication." When used incorrectly, the brows are drawn tight, the face closed, and the overly serious demeanor suggests "severe" if not "pompous ass." Unfortunately, the tendency is to look like the second example when we try to be professional, serious and business-like. We tend to dehumanize ourselves. In animated conversation, we more often look like the first example. It takes practice.

The speaker should come across as a sincere person with a genuine desire to communicate these ideas.

Quite often, we're forced to face a speaking situation under terrible circumstances. We're scheduled to speak at nine in the morning. We've been awake all night. The flu bug has bitten, and we're miserable. The alarm goes off at 6:30, and it's not going to be a good day. Fortunately, the violent activity is over. But the pain and discomfort linger.

There's really only one thing to do: proceed.

It takes a lot of doing, but by concentrating. A good job can be done and the personal discomfort minimized. When the discomfort is allowed to take over, the people you're talking to may feel for you; they may be kind and seem to arrive. But you won't be communicating what you want. They'll receive signals of your discomfort rather than your ideas.

The techniques of looking and sounding interested must be used. Vocal and facial animation is essential. You've got to let gestures help make the voice and the face move. "Nothing is more important to me than getting these ideas across to you," is what you must say in attitude and expressiveness. Concentrate on that. Not your personal problem.

One of the most important tools for impact is proper eye contact. It isn't just a matter of looking at the audience. Rather, it's looking at them at exactly the right moments. Usually, the beginning and the end of a sentence are key points for looking at a listener. Naturally, in order to do this and not to be totally dependent on the page you've got to be familiar enough with your text to feel comfortable leaving the page.

Most important, you've got to be willing to pause at the end of a thought — look down in silence, get your next idea, look up and then begin speaking again. To summarize, the person who speaks madly usually removes the papers from his case, puts on half bifocals, looks down at the pages and drones — reading words from page to page.

To help you achieve really effective eye contact, here are a few suggestions for preparing your speech:

- Separate your pages. Remove clips and staples.
- Use large type.
- Double-space.
- Triple-space between paragraphs.
- Leave a very wide left-hand margin.
- Slide pages from right to left.
- Number pages in upper right-hand corner. (This will make the page number the first thing your eyes see as the new page is exposed.)
- Leave a two-inch margin at the bottom of the page. (Your head won't have to tilt down so far to see your bottom line.)

- Don't carry a sentence over to a new page. (Even if you lose another inch at the bottom of your page, don't start a new sentence.)
- Use the wide left-hand margin to give yourself -guides. A sketch at the upper left-hand corner that looks like a smile can be a great help to remind you to look pleasant. If the speaker before you makes a point that reinforces yours, pencil in a marginal note referring to him.

Finally, in order to present, you must prepare. There should never be a time when you allow yourself to appear before any audience without going over and over the material. Writing a good speech or having it written for you isn't sufficient. You must make the ideas your own so that the material is delivered with your eyes mostly on the audience, not on the paper. Talk the message to the listeners, don't read it to them. You should know your material so well that you can talk it and make it come alive. ■

Leadership Hints

Section L

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LET US BECOME OUTSTANDING LEADERS

Listen to your fellow members.

Explain your thoughts and requests. Take time to reach true understanding. Share your goals and aspirations.

Build individual strengths.

Emphasize cooperation and teamwork.

Coach your fellow members for growth.

Operate with other Lions as if you lacked authority. Make the involvement of other Lions a habit. Encourage all Lions to assist one another.

Observe good qualities in other Lions.

Underplay your own abilities and accomplishments.

Take into consideration the needs and desires of other Lions. Sympathize with other Lions when appropriate.

Tell the reasons behind your decisions. Acknowledge the importance of other Lions. Nourish acceptance of authority and responsibility.

Delegate -- but do not abdicate -- authority and responsibility. Involve other Lions in decision-making.

Nominate other Lions for recognition.

Give credit where credit is due . . . both privately and publicly.

Let the implementers share in the planning. Emphatically concern yourself with the process. Allocate your time wisely.

Define expected results and checkpoints clearly. Expect commitments to be kept.

Review progress regularly and fairly.

Search for improvement constantly!

TEN COMMANDMENTS FOR MAINTAINING GOOD INTERPERSONAL RELATIONSHIPS

1. Be friendly and cheerful.
2. Be positive in your interactions. Look for the brighter side of everything, and do not unnecessarily burden others with your problems or negative outlook.
3. Speak less than you listen.
4. Remember that you have two ears and one mouth, and use them in that proportion. Ask questions and listen. Really listen!
5. Maintain a calm manner, remembering that the way you say something may be more significant than what you say.
6. When your non-verbal messages are in conflict with the verbal -- the non-verbal will prevail.
7. Keep an open mind and avoid defensiveness.
8. Practice disagreeing without being disagreeable. Seek mutual understanding, not a victory based on argumentation and conflict.
9. Maintain a balance between constructive criticism and praise.
10. When giving guidance, be sure it is constructive. Watch for opportunities to give sincere praise -- and give it! It is often necessary to correct or criticize others -- so we do. But just because it is not necessary to praise others, do not neglect giving praise when it is deserved.

Remember that it is amazing what you can get done when you give credit where (and when) it is due. Avoid bragging, which tends to provide superficial and short-term gratification. You will feel much better if people learn from others -- or from your behavior -- about strengths and successes. Keep others informed in a positive way. Share insights into potential challenges and opportunities, but avoid promises that you cannot keep. When you do make commitments, be dependable.

Avoid gossip, negative comments about others and the spreading of rumors. Live so that others' negative complaints about you will not be believed. Do not support or participate in un-constructive "bitching sessions" behind the backs of others.

Be sensitive and considerate about the limitations, failings and anxieties of others. Do not succumb to opportunities for humor at the expense of others. Be compassionate, and give support freely during others' time of need. Be patient and understanding. Hold others in high esteem. Appreciate others as real human beings with feelings and needs for self-esteem and recognition. Be interested in their thoughts, their circumstances, their families and their futures.

From Lead, Follow, or Get Out of the Way,

By Jim Lundy ~ Avant Books, 1986.

THE BASIC GUIDELINE FOR EFFECTIVE COMMUNICATION IS THAT IT IS THE SENDER'S RESPONSIBILITY TO SEE THAT THE LISTENER HAS RECEIVED THE MESSAGE.

IMPROVE YOUR LISTENING SKILLS

1. *Listen for central ideas and themes.*

Search for the speaker's main points instead of getting lost in — or reacting to -- the supportive details.

2. *Judge content, not delivery.*

Focus, to your best ability, on what the speaker is saying and tries not to be unduly influenced by his or her way of saying it.

3. *Search for areas of interest.*

It is easy to tune out a speaker -- so work on sharing his or her enthusiasm. Selfishly search for new ideas or insights which might be beneficial to you.

4. *Do not jump to conclusions.*

It is easy to assume that you know the rest of a sentence or message after hearing the beginning. Avoid prejudging a message, so you can receive and evaluate all of it.

5. *Take notes, but adjust your note-taking to the speaker.*

By taking notes you sharpen your reception, understanding and, of course, retention of the information.

6. *Concentrate — resist distraction.*

External distractions include non-related things you can see or hear, or which may be impacting your other senses. Internal distractions occur when your mind wanders into unrelated memories or shifts its focus to worries, plans or anticipations.

7. *Use the fast pace of thought to your advantage.*

Most people can think three or four times faster than they speak. Do not let your quick mind indulge in all sorts of thoughts unrelated to the conversation. Capitalize on your thinking speed by actively sensing, interpreting, evaluating and summarizing the messages you are receiving.

8. *Check your emotions.*

It has been said that the intellect is the slave to emotions. Be sensitive to things that trigger your emotions -- and increase your efforts to focus on a clear reception and understanding of what is being said.

9. *Exercise your mind.*

You can turn away from complicated or difficult subjects, or you can intellectually wrestle with complex information so that you will have a chance to grow.

10. *Work at listening.*

Be an active listener. Follow the above suggestions. Ask questions and seek clarification. Actively share in the sender's efforts to improve your level of understanding, whether or not you think you will agree.

From *Are You Listening?* By Dr. Ralph G. Nichols and L.A. Stevens, McGraw-Hill, 1957.

THE MOST IMPORTANT STEP IN IMPROVING YOUR LISTENING SKILLS: ADJUST YOUR BASIC ATTITUDE DURING COMMUNICATION. CONCENTRATE ON WHAT THE SPEAKER IS SAYING, NOT ON WHAT YOU ARE GOING TO SAY NEXT.

THE FINEST LEADERSHIP TRAINING PROGRAM IN THE WORLD IS PROBABLY,

"ASK QUESTIONS AND LISTEN."

QUALITIES OF A GOOD LEADER

The basis of leadership is a **PERSONAL POWER**. This is a characteristic which must be **EARNED** it is not given to you with your title. People are modified through **PERSONAL POWER**. You must be a person a group is anxious to follow . . . Not compelled to follow.

To be a good leader, you must have **SELF CONFIDENCE**. Confidence from within. Be sure of yourself. Be able to get up when you are knocked down. Believing in yourself. Knowing you have the qualities to do the job. That is Pride not Arrogance.

To be a good leader, you must be **IN CONTROL**. A leader, who cannot control himself, cannot control others. This takes **CONCENTRATION**. **SELF DISCIPLINE**. **CALMNESS**, under pressure. No flying off the handle allowed.

To be a good leader, you must be **FAIR**. That means be **IMPARTIAL** and **TOLERANT**. Have a keen sense of **JUSTICE**. Being consistent how you treat people. How you handle problems. How you handle **PRAISE** and **CRITICISM**.

To be a good leader, you must be **DECISIVE**. Know how to make decisions. Have courage to make them. Stand behind those decisions.

To be a good leader, you must be **PREPARED**. This is one of the most important attributes a leader should possess. You must know your job. Understand your goals and priorities. You must understand the process of planning, no guesswork allowed. Those smooth running meetings are no accident. They are well planned with a definite agenda. A good leader keeps the meeting following a definite agenda.

To be a good leader, you must be a **TEAM PLAYER**, not a loner. You are a part of that team. Learn how and who to delegate. Be loyal to that team. Stop and Listen. Do not do all the talking.

To be a good leader, you must be **ENTHUSIASTIC**. Enthusiasm motivates people. Enthusiasm is catchy. Teach your Club so they understand their role on the team.

A good leader must be **HONEST**. Honest with yourself. Honest with others. **INTEGRITY** is an essential characteristic. You must have character. No one can teach you this. No one can order you to have it. It must come with you and from you.

A leader must be **COMMITTED**. He/she must be **PROUD**, **AMBITIOUS**, **DEDICATED**. All these characteristics come into play. Commitment does not mean just making goals. It means trying to reach them! Do not make idle promises.

A leader must be **COURAGEOUS** not afraid to fail. Not afraid to admit a mistake. Not afraid to fight for an idea or a person you believe in. Not afraid to make an unpopular decision.

The six most important words:

I admit that I was wrong.

The five most important words:

You did a great job.

The four most important words:

What do you think?

The three most important words:

Could you please?

The two most important words:

Thank you.

The most important word:

We.

The least important word:

I.

The Following article is from an issue of Business News

How to Make Effective Decisions

A Checklist for Obtaining Results

By John H. Melchinger

Effective decision-making looks easy when some people do it; most everyone who does it well has had a fair share of trials, tribulations and plain failures learning how. Here are some suggestions for developing this critical skill.

Isolate the real problem(s). Problems can be identified as issues which, if resolved, will get you where you want to go. Of course, you must know what outcome or goal you want to achieve. Ask yourself repeatedly, "What is the real problem?"

Decide how big you will let the solution become. Not every problem merits all the resources we apply to solve it. Budget the maximum amount of time, money and materials you can devote cost-effectively to solve the problem.

Establish the timeframe for solving the problem. First, for devising the steps to be taken, then for implementing and completing the solution.

Gather only enough information to make an informed decision. Don't guess. Ask around for others' experiences... Investigate real experiences only. If merited, hire a consultant with experience solving the same or similar problems.

Trust your intuition. Your mind rarely fools you into making mistakes, as long as you allow it time to think things through.

Choose the course of action that fits your time and budget. Make sure the resources to be used match the priority of the problem being solved.

Implement your decision. Make the expectations clear regarding what is to be accomplished, how, when, and with what accountability for progress and completion.

Monitor progress. There are many distractions every day, so make sure priority problems are being worked, on steadily.



John Melchinger is the General Partner of the John H. Melchinger Company, a Tampa-based management consulting firm. Contact him at P.O. Box 21286, Tampa, FL 33622-1286 or 813-887-3491.

The Following article is from the January 1992 issue of Business News

Hello...Is Anybody There?

How To Maximize Your Listening Skills

By Dennis E. O'Grady, Psy.D.

Listening skills aren't easy to master. Who says they should be? Maximum listening skills - hearing beyond words and understanding the feelings that exist beneath them - protect and nourish successful relationships. You can learn to become an excellent listener with practice and patience.

Here's how to get the most out of your listening skills at home or at work:

Be the first one to use positive strokes. Never be phony but let every person know what their unique value is to you. Strong people use strokes freely, while weak people hoard them away for a rainy day.

Ask open-ended questions. Freely give information and request information with open-ended inquiries. "How... What... When... Where... Why" types of leading questions seek to gather facts versus shove a biased opinion down a dosed throat. Make your goal to get to know what everyone around you really thinks.

Keep your "should" to yourself. Go easy on "Why didn't you?" of "You should have done!" blaming statements. Listening is the exact opposite of blaming. If you are quick to judge people as wrong or bad, then you will be quick to dismiss their unique strengths and wisdom. Stop trying to change people. Start listening to them instead!

Repeat back what you think you heard. We all filter and distort communications. During a debate the first words out of your mouth can be: "I think I heard you say. Am I correct?" Summarizing comments often makes an angry or distracted person stop and think.

Use the stop-and-check technique. Be like a fair referee and call a "time-out" when you think your antagonist hasn't correctly heard what you have conveyed. Ask caringly, "Could you tell me what you just heard me say?" Only continue talking when the correct meaning has been conveyed.

Stay in eyeball to eyeball contact. Communicators who are hurt often make a costly and deadly mistake — we forget to look each other straight in the eye - thereby missing important non-verbal cues. Hurt, anger, fear, and sadness come out subconsciously in small gestures. For example, a speaker may be sounding tough but be feeling scared.

Retain from making assumptions. "You don't care what I think..." "You think I'm worthless..." "You don't understand..." "I am of no value to you anymore..." are all assumptions that are most often times tragically untrue. You may be creating a disastrous self-fulfilling prophecy when you act on erroneous assumptions.

Always make your goal to better understand. When you are being frustrated by "Yes, BUT...!" rejection games meant to get rid of your best advice, remind yourself that your primary goal is to understand how the rejecter thinks. Your mission is not to change people — but to understand them better so you can better manage your own life.

Remember insensitivity covers up hurt. No, don't let an antagonist run over you like a speeding train, but do remember that defensiveness is the result of a large ego trying to stay in control of an impossible situation. Refuse to use angry paybacks that cause more turmoil. Refuse to use angry paybacks that cause more turmoil.

Release resentments to be successful. Accumulated resentments sink even the sturdiest relationships and make them go under. Forgiveness means being open to change. Wisdom means continuing to learn and grow when everything is going well. Find fast ways to let go of angry feelings.

Listening with an open attitude — without haughty condemnation or blame — is a gift that few of us are allowed to unwrap and enjoy. Make a commitment to your self-esteem by using good listening skills that encourage everyone to feel at their best.

Dennis E. O'Grady, Psy.D. is a Dayton, Ohio psychologist.

Dr. O'Grady can be contacted at: NEW INSIGHTS, 3077 S. Kettering Blvd., Kettering, OH 45439.

Planning Ideas

Section M

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WHY SHOULD WE PLAN?

Plans help us to:

- Focus on our goal and not scatter our time and energy.
- Build commitment and involvement of our fellow Lions.
- Know where we are going and how we will get there, as a motorist is guided by a dependable map.
- Anticipate possible obstacles and make alternate plans when necessary.
- Eliminate guessing about what should or should not occur, thus avoiding unpleasant surprises.
- Measure our final success -- how else can we know we succeeded if we did not state our objectives clearly before we started.

WHAT GOES INTO A GOOD PLAN?

A complete plan has all of these elements:

1. The goal
2. The starting date
3. The date you will reach the goal
4. The tasks necessary to reach the goal
5. Required resources
6. A budget
7. A list of anticipated problems and an analysis of their likely solutions
8. Signs of progress
9. A way to evaluate the end result

THE INTERTWINING OF MANAGEMENT AND LEADERSHIP

Management:

Management is the art of accomplishing the group's objectives through the effective use of all of the group's resources, including its people.

Leadership:

Leadership is the art of using the group's people effectively to accomplish the group's objectives.

General Information

Section N

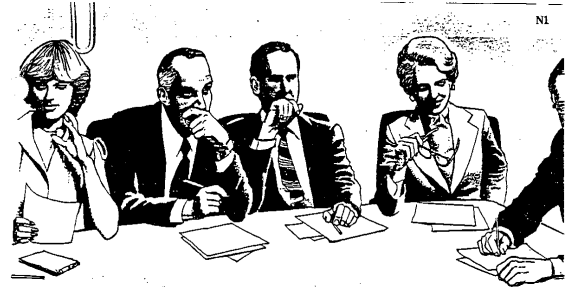
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How to Attract Fellowship

By Dr. William A. Cohn

Ever had to organize something or lead an organization? Did you wonder how to get others to follow your lead? I conducted research over several years and found that world class leaders follow the same seven actions to successfully get people to follow their lead. Amazingly, the actions were the same whether the leader was leading a fund drive, a social group or a country.



If you have to run an organization or organize an activity take these seven actions yourself. You'll be surprised at the results.

1. Make others feel important. People won't follow you when the actions you take are to make yourself feel important. But if you make others feel important. They will be eager to acknowledge your lead.
2. Promote your vision. No one will follow you simply because you decide you want to lead. Some may not want to follow you even though you are the legally appointed or elected leader. You have to have a clear idea of where you want to take the group - then you must promote it to your group to convince them that your goal is worthwhile. Your group can't even get started in getting "there" until they know where "there" is.
3. Treat others as you would be treated yourself. This is so basic. Why don't we do it more often? It is the basis of both the Old and New Testaments of the Bible. After all, would you want to follow someone who treated you poorly? Don't you prefer to follow leaders who have concern for you and your feelings and treat you with respect? So do those who would follow you.
4. Take responsibility for your actions and those of your group. Admit your mistakes. If you are the leader, you are responsible for everything the members of your group do or fail to do. So when things go wrong, don't forget to accept this responsibility. If you try to foist this responsibility off on others, you are no longer the real leader.
5. Praise in public, criticize in private. If people have earned your praise, let everyone know about it. Encourage others to earn praise also. If you have something to criticize, do it. But do it in private. Don't embarrass people unnecessarily.
6. Take the time to see and be seen. You've got to get around to really knowing what's going on to fix what's wrong and to capitalize on what's going right. At the same time, you want to be seen. This provides additional opportunities to talk with and motivate everyone in your group and you can be sure that you will gain "secondary motivation" from those you talk with repeating what you said.
7. Use competition to make striving a game. People love to compete. That's one of the secrets of successful products from professional sports to video games. So try to beat past goals, other groups or old records. You'll exceed your expectations and you or those who follow you will have fun doing it.

Only seven simple actions...can they really be so important in getting people to follow your lead? Try them, but look out! You may become a world class leader yourself.

(Dr. William A. Cohen Is the author of *The Art of the Leader*. "Prentice Hall, 1990" and a professor at California State University. Los Angeles.1

Stress Busters

(Or How to Wind Down when You're Wound Up)

Here are ten ways to take five that are sure-fire Stress Busters. When the goings gets rough, pull out this list and get going:

1. **Breathe deeply.** Take ten long, slow, deep breaths. Close your eyes breathe in through your nose and out through your mouth. Feel your lungs fill with air, feel new vitality surge through your veins. Repeat as often as needed.
2. **Exercise.** Walk around the office. Or around the block. Get some fresh air. Find some greenery Climb a few flights of stairs. Get your blood flowing and your muscles moving. Exercise releases the body's own painkillers and muscle relaxers. Caution: exercise can be habit-forming.
3. **Stretch.** Stand up. Raise your arms above your head and stretch. Lean way over to the left, arms outstretched. Lean way over to the right. Hold each stretch at least ten seconds. Rotate your head five times in each direction. Shrug your shoulders ten times. Lace your fingers in front of you, palms facing outward, and tilt your head way back. Inhale. Lace your fingers behind your back, palms facing in. Raise your arms as high as you can while you bring your chin into your chest. Exhale Relax
4. **Daydream.** Imagine the sights and sounds and smells of anyplace you'd rather be. Make the imagery as complete, powerful, and intense as you can. Feel the sting of powdery snow on your face as you ski downhill. Feel the heat of the Mexican sun as you sip a delicious, ice-cold drink Hear the waves crashing on shore. Five minutes of daydreaming should bring back all the joy of real experience, and will help you get on with the business at hand.
5. **Plan a romantic interlude.** Nothing beats stress better than romance Make a date with your spouse or close friend. Hot tub. Candlelight dinner. Soft music. Dancing. Before you know it you'll be in the mood . . . to go back to work.
6. **Don't take a coffee break.** Caffeine, nicotine, and sugar can make a bad situation worse. Drink a glass of water. Eat some fruit. Play a game or take a walk. Use your breaks to restore your energy and peace of mind.
7. **Imagine the worst.** What would happen if you screwed up? Or missed the deadline? Or lost the order? If it's not the end of the world, relax and get on with the job. You can always rectify a mistake, meet another deadline, make another sale. You can never recover time spent worrying.
8. **Talk to someone.** Find a friend who won't interrupt your tale of troubles with advice or anecdotes. Or find someone who will amuse you with outrageous stories or jokes. Either way, you'll feel better in short order.
9. **Massage.** Close your eyes and rub your temples, forehead, hairline, and the back of your neck. Squeeze your deltoids (the muscles between your neck and shoulders). Pressure also tends to collect in jaw muscles, so rub there, too. And don't forget your ears. If you've never had an ear massage, you don't know what you're missing.
10. **There is life after work.** Plan an evening with friends or family. Make a list of things you need at home. What would you really like to do this weekend? As work concerns recede, you'll relax and be able to return to the job with a clear head.

SUGESTIONS FOR IMPROVING YOUR CLUB MEETING PROGRAMS

The programs that are offered at club meetings should be interesting and informative without being dull.

There are many different types of programs, and if varied from meeting to meeting, the interest of the members will be maintained. Some of the different types are:

1. Industry or business speakers.

Many businesses will be pleased to send a speaker at no charge to advise on the latest changes in communication, the advantages gained by computers, the advancements made through our space probes, etc. The utilities as well as private businesses will supply speakers or films on an infinite variety of subjects without cost.

2. Service project programs.

There are many different service projects that could be assistance in your area that would be pleased to send speakers. The blind, the aged, Boy or Girl Scouts, retarded children, summer camps for the poor, blood banks, orphans, eye banks, the Salvation Army, all would appreciate telling their story and perhaps your club would like to make their cause a club project for the future.

3. Entertainment.

At times during the year, each club should have programs that are only for entertainment. A cartoonist, a magician or musician, etc., would be a nice change of pace. Clubs that continually use the same type of program will eventually lose the interest and attendance of some of the members.

4. Holidays can be worked into the programs. (e.g. The police will be pleased to discuss auto safety during National Auto Safety Week.) Clubs should also make use of special Lion anniversaries, such as Founder's and Rededication Month, Anniversary Membership Growth Month, District Governor's Month, etc. At these meetings, the program theme and the District or International Officers who are on the program can inspire your club to set new sights of service for the future.

5. Membership

Many members of your club could give excellent talks; other members have contacts with people who can furnish programs. Assign each meeting to a different member and you will learn the latest in medicine from a doctor, the fun of a trip to the Far East from a member who just returned or about hobbies as the study of UFO's that have been sighted all over the world for many years. Each member can play a part in your programs.

Some people who know a great deal about some subjects have never been asked to tell about them. Businessmen or students from foreign countries can describe interesting sidelights about life in their countries. People in government or community work would like to advise your club on the possible changes that your club could bring about in your area. Only your program committee can help get the message to your club.

SUGGESTED ACTIVITIES

There are two different areas in Activity work — the service activity itself and the project to raise the funds to be used. Clubs should first decide upon the type of activity in which they will participate so they will know how much money will be required and can publicize the purpose for which the funds are needed and will be used.

1. Community activities (i.e., something from which everyone or almost everyone can benefit.)
 - a. Sight examination programs open to everyone.
 - b. A *playground* (or equipment to be added to one already in use).
 - c. A *gift of some sort to a hospital* in the area (could be equipment, a room if they are building an addition, a blood donation program, an eye bank program, etc.).
 - d. Some *help to the schools* in the area; i.e., scholarships, eye examination test or equipment, a donation of books, contribution or encourage sports in the schools, work in the psychiatric area, aid to children with psychological problems that may cause them to drop out of school later or a camp for blind and/or mentally retarded children.
 - e. *Sponsorship* of a Boy Scout Troop, Little League Baseball Team, Student Farm Group, Student Business Group, etc., open to all children in the community.
 - f. *Work with "Senior Citizens"* in the community, since there are more old people each year, many of whom need help.
2. Special projects
 - a.** *Blind work.* Help to specific blind people; i.e., canes, guide dogs, education, Braille books and magazines, outings for blind children
 - b.** *Retarded children.* Education -- scholarships for special teachers, schools or school equipment, transportation to school. Employment assisting them to earn a living on their own after they leave school.
 - c.** *Poor people* in the community. Work with the schools to see if any children need glasses, dental work, medical treatment which has been recommended, but which the parents cannot afford. Check the agencies that already aid the poor to see if there is any type of aid that is needed, but which cannot be supplied by them. Recreation facilities for the youngsters in poor areas are important. See if there are any ways your club could work with these children, supply sports equipment, take them to ball games, etc. Christmas baskets and help to individual families during the year.
 - d.** *Homeless, Battered Children/Mothers.* Some Clubs assist in donation of funds to local organizations that have shelters and facilities that always need funds. Contact local church and other service groups or friends that know of local assistance groups that perform service for homeless, battered children/mothers by donating clothes, funds, food or support from our Clubs. Look for hands-on projects: many of these groups have shelters (older homes or apartment buildings) that need physical remodeling to make it suitable for habitation -- we can get donations of materials, furniture, labor and help them get involved with rebuilding their home.

These are but a few suggestions of many different activities that your club could work out. The cost can be large or small. Suggestions for raising this money may be obtained from Lions Clubs International.

INGREDIENTS OF A "HEALTHY" LIONS CLUB

Meetings:

1. Regular, start on time, end on time.
2. Be serious and have a formal opening (pledge to the flag, song and invocation).
3. Introduce each member and guests. Make guests feel "Welcome." Have special "Greeters" for guests.
4. Conduct what business is necessary.

- a. Report on Board of Directors meetings.
 - b. Report on project and social activity, past-present-future.
 - c. Report on visitations, when and where.
5. Have a lively "Tail Twister" keep activity going and bring some attention to each member. Fine for fun, not to penalize. Know how much one wants to be fined.
 6. Be serious, but still have fun -- no loud talk, no profanity. Stories (jokes) only when appropriate.
 7. Have regular and a variety of programs (speakers, movies, sports entertainment, member participation, etc.). Be courteous to all programs and speakers. Allow proper time for programs.

Bulletins:

Have regular bulletins; make them informative and personal. Report on all Club, Zone, Region, District and International activity. Report on community affairs.

Attendance:

Have an active "Attendance Chairman." Set up the "Buddy System." Phone those absent, let them know they were missed and that they are wanted and needed. Suggest where they can get a "Make-up."

Projects:

Get all members involved, let them know the purpose and the necessity of the project. Make them know they are wanted, needed and the fun of "Working Together."

Visitations:

Get acquainted with other Lions Clubs, learn how they operate, what their projects are. Learn to know each other and to be known. Learn how to make "Make-ups."

Family:

Get the whole family involved: picnic, barbecue, swim party, ball game, help on projects, family day, member and son or daughter meeting, etc.

Induction:

Have a formal, impressive and serious induction. Let the new member know of his responsibilities and requirements. Get him involved in all activities.

New Members:

Get acquainted, make them feel needed and wanted. Be interested in them, their family, their occupation, their hobbies, their sports, etc., and tell them about yours

PUT THE SIX QUALITIES TO WORK

Every Lions Club should practice the six basic characteristics to be a successful Lions Club. The more firmly these six qualities are embedded into your Lions Club's operating structure, the more success and growth your Club will enjoy, thereby becoming stronger. Every member has the responsibility to thoroughly know these six. By understanding how they work and imparting this knowledge to both new and old members (in any special way possible), all Lions will get the inspiration they need to remain active and involved in the Club programs.

These six qualities are:

1. A **major service activity** that involves every member of the Club.
2. A **major fund-raising project** in which the community can participate and to which it can

contribute.

3. **A strong public relations program** that provides a continuous, unending line of communication between all members of the Club and between the Club and the community.
4. **Well-organized Club meetings** that is stimulating, informative and enjoyable.
5. **A team spirit** -- a condition that exists when each member knows that he is an important part of an organization that is truly dedicated to humanitarian service.
6. **Strong membership growth and development programs** which provide immediate orientation and involvement of new members in Club projects and a continuing involvement of current members in Club activities.

These six qualities, when they exist in your Lions Club, will provide a solid foundation for success, year after year, after year, after year.

STUDENT SPEAKER GUIDELINES

Purpose: To provide an opportunity for competitive public speaking among students on a subject of vital interest to the contestants and to the American people as a whole -- to stimulate self-expression and independent thinking -- to present to the public through the Student Speakers the problems surrounding the maintenance of this commonwealth as a free nation -- to consider the means at our disposal for meeting the present and future world problems.

Key Dates: See the District Directory for the Current Dates

October: Receive, fill out and return Student Speaker card from MD4 office in Santa Barbara. Club Presidents should appoint a club chairman who is interested and can devote the time necessary to do a thorough job.

November: Contact the schools in your area to make the students and faculty aware of the contest. Many schools have an abundance of interested students, but Clubs should not feel restricted to schools in their own geographic area. Contact all public, parochial and private schools.

February: Hold your club contest. The deadline is usually March 1 (see handbook or district directory for actual dates).

Your district committee is here to help you. MD4 provides a complete packet of information which should answer most questions, but do not hesitate to call a committee person if you need advice. The names and numbers of your Student Speaker Committee are in the District Directory.

STUDENT SPEAKERS CONTEST

PROCEDURES:

Student Speaker Chairman:

1. As soon as the date and topic is known, the Club Student Speaker's Contest Chairman should set a date for the Club's contest and contact the school(s) that will be participating.
2. When the district packet comes in, the Chairman should again contact the school(s) to confirm the Club's contest date and give the teacher(s) booklets and poster.
3. Follow-up with the teacher(s) as much as is necessary throughout the weeks preceding the Club contest.
4. One to two months prior to the Club contest, the Chairman should ask fellow Club members for the names of judges. Remember, judges should not be Lions and should come from professions where public speaking is an important part (i.e., lawyers, teachers, judges).
5. Chairman should contact prospective judges by telephone, and if they accept, send them to

the follow-up letter confirming their participation and include the contest date, directions to the location and the judge's booklet.

6. If the school(s) has more than four students that want to participate, the Chairman should ask the school(s) to hold a contest to select the four. Another alternative is to share the abundance of students with another Club.
 - a. Two weeks prior to the Club contest, the Chairman should Follow-up with the judges to re-confirm their participation.
 - b. Follow-up with the school(s) to confirm the number of participating students and the time and location of the contest.
7. Contact restaurant regarding additional people to be served and arrange for serving schedule preferred. Example: Most students will be nervous and probably prefer to eat after the contest.
8. If necessary, the Chairman should arrange for transportation for the students.
9. At the regular meeting prior to the contest, the Chairman should arrange for timers, tellers and door guards.
10. On contest day, the Chairman should following the instruction booklet.

STUDENT SPEAKER CHECK LIST FOR CLUB CHAIRMAN

1. In November, I have sent card to Santa Barbara to order student speaker packet of materials.
2. Having received the materials, I have read them carefully so that I understand the topic, the qualifications for entrants, the responsibilities of those who will help me with the contest and the reasons for which a contestant may be disqualified.
3. I have contacted the high school or high schools in my area to apprise them of the competition and have arranged for materials to be on campus to whet the appetites of the students.
4. I have set a date, time and place for our Club student speaker contest and have cleared it with the Board of Directors of the Club so that it will be the only, program at that Club meeting.
5. I have checked back with the high school(s) speech coach to offer help as needed and to be sure that we have participants.
6. I have arranged for at least three qualified community members with no possible connection to the Lions Club or the contestants to act as judges for the contest, and I have furnished each one with a handbook for the contest.
7. I have had a Certificate of Appreciation printed for each of the judges and have had it framed for presentation.
8. I have Lions and/or Lionesses who will function as Sergeant at Arms, Timers and Tellers. I have acquainted each of them with their responsibilities and with their materials so that they may properly and professionally carry out their duties.
9. I have assigned one Lion/Lioness for each judge to sit with the judge and make the judge feel welcome.
10. I have read thoroughly the "Contest Procedures and Preparations for Meetings" folder.
11. I have prepared myself to following the meeting agenda on page 9 of the above folder to the letter with no deviations.
12. After the contest, I have taken care to do the following:

- a. Notify Winner that he/she may use only one 3"x5" card at the Zone Contest.
 - b. Notify Winner of the date, time and place of the Zone contest by giving them a copy of the notification letter.
 - c. Personally thank each contestant, each judge, all Lions/Lionesses who have helped with the contest and each speech coach who attended the contest.
 - d. Send the Teller's Work Sheet, Judges Report and white card "I HEREBY CERTIFY" to the Zone Chairman.
13. One week prior to the Zone contest, contact student to make sure they know the time and place of the Zone contest.

STUDENT SPEAKERS CONTEST

Club President Reminders

October of your year, you will receive an envelope from MD-4, Santa Barbara, with a small post card in it. This card must be returned to MD-4 by a November date if your Club plans to participate in the MD-4 Student Speaker Contest. Sit down with your Club's Student Speaker Chairman and fill out the card with him/her and then mail it in.

Starting with your November Board of Directors meeting, have your Club Chairman on the agenda each month until your student is eliminated from completion or until the contest ends in May for a progress report on the contest.

Hand your Chairman a Student Speakers Check List and keep checking back with that Lion to see that the job is being done.

In selecting your Chairman for this committee, select a person who:

1. Is comfortable meeting people.
2. Is careful about attention to details.
3. Is well-organized.
4. Follows through.

Each year Club contests and Zone and Region contest result in complaints, and sometimes speakers are disqualified. Usually this is because the Chairman "thought" running a contest is simple and did not take time to check thoroughly all rules and reasons for disqualification.

At the Club level, Chairmen have sometimes given handbooks to judges, timers, tellers and not to speakers. Thus everyone knows the rules of the contest except the speaker.

Please take the appointment of your Club's Student Speaker Chairman seriously and give those Lion lots of your support.

DISTRICT GOVERNOR, DISTRICT 4-C4, LIONS CLUB INTERNATIONAL

Scope of Responsibilities and Requirements

This part of the Leadership Seminar will provide information on the scope of responsibilities required of Lions to become District Governor. This information is provided in answer to the many questions Lions have traditionally asked, and is based on responses from Past District Governors of our District. Additional information will be provided from the current District Governor and the District Governor-Elect, as well as commentary during the presentation; Lions are encouraged to take notes and ask questions of the presenters. It is not the purpose of this part of the seminar to create competition in future campaigns for the District Governorship, but to provide information to make candidates more aware of the time, cost and scope of responsibilities of the District Governor.

Campaign for District Governor

Pre-Campaign:

Candidates are reminded that our Association has rules for the campaigning for District Governor; our current Constitution and By-Laws require a candidate to:

1. Be a member in good standing of the chartered Club and qualify under the provisions of the International Constitution and By-Laws.
2. Secure the endorsement of a majority of the members of his/her Club.
3. Announce his/her candidacy through the President of his/her Club to all Clubs in the District, by March 1, but not before January 1 of the year of term of office.

The specific wording of requirements of the District 4-C4 Constitution and By-Laws should be reviewed carefully.

Campaigning

Each Club may or may not have traditional methods of supporting the Club's candidate; these range from:

1. The candidate developing a core of advisors/workers to direct the campaign.
2. The Club's Past Presidents forming the campaign advisory body.
3. The candidate's closest associates becoming the campaign committee.
4. A combination of the above.

There have been various criteria on the extent of visitation by the candidates to the District Clubs; past campaigns have resulted in: all clubs being visited, large/influential/nearby clubs only being visited, or only clubs as time will allow. It should be noted that it is proper protocol to arrange for the date of the visitation, so that a conflict with a Club program will not occur and the Club being visited can make the proper arrangements.

Campaign Cost

Again, there have been various methods in which a candidate has funded his candidacy. Some of these methods include:

1. Funding by his/her own resources.
2. The candidate's Club providing financial support by fund raising.
3. Intra-Club support by raffles or other similar forms of fund raising.

DISTRICT GOVERNOR RESPONSIBILITIES

Time Allowance

Past District Governors have spent various amounts of time in their year; it is estimated and suggested that a minimum of 20 hours per week up to 75% of your time will be needed to properly execute your responsibilities as this District's District Governor. It is also suggested that a number of functions are normally attended to on an on-going basis, including the following: continuing correspondence and communications with all levels of our organization; meeting with the District's cabinet officers; visitations to each and every club; attendance to both the San Francisco and Peninsula Councils at each monthly meeting; participation/attendance to special events; participation in the Multiple District Four level of Lions; attendance of the International Conventions at the beginning and ending of your year as District Governor.

Costs and Expenditures

Various amounts are suggested by Past District Governors to adequately cover the costs and expenditures during the year of office as well as the two years as a Vice Governor. Excluding pre-

election costs, initial expenses could amount to several hundred dollars and the total cost for the year would range, at current dollar value, to approximately \$15,000. There are many other supplemental expenditures, including entertainment costs, wife's expenses, loss of income and expenditures for various Lions and community events and functions.

Most, if not all costs have been borne by the District Governor personally, but it has not been unusual for the home club of the District Governor to assist in various expenses with fund raisers and refreshment costs for entertainment. It should also be noted that Lions International and Multiple District's expenses, including costs for travel and expenses to the International Convention and MD4 meetings, District Governor's newsletter, stationery, postage, and other costs, espousal expenses are not covered by International or MD4.

Job/Business Situation

Depending on personal and business circumstances, various methods could be applied to maintain your employment or business. Due to the continuous need for your involvement with Lions, even to answering calls at work and extended lunch hours to attend meetings, the employment situation might be handled with a special dispensation with your employer to allow you to work part-time or as the situation will allow; your employer should know and support your involvement with Lions so that both (including other employees) are comfortable with the circumstances. With your own business, a direction to handle the situation would be to have an associate or full-time or part-time employee handle your day-to-day problems until you can personally make the final decisions.

Espousal Requirements

Without question, Past District Governors indicate spousal support is important; the spouse should be aware of the need to attend all functions required/expected of the District Governor and have the attitude of being pleasant, cordial and friendly.

Issues to Consider

Many issues will develop during the term of the District Governor, although some will continue to come up year after year. Some of these continuing issues are: financial obligation for our membership, in particular for District events such as conventions, should be addressed by the District Governor, especially as to its affect to our younger members; replacement of District Officers due to job relocation, resignation or inability to perform should be considered after careful consideration and timeliness; conduct and support by the District Officers including attendance of required functions will determine the effectiveness of the District; Past District Governors are a resource which could be of great benefit to the District decision-making process including the pre-election period, if desired by the District Governor.

Situations and Circumstances of the District Governor

Our District Governor will primarily be the representative of all of us in our Association; he/she will be asked and consulted on issues that affect all of us and therefore should keep in mind the impact of decisions on the District Lions. Accordingly, an attitude of being considerate, attentive to suggestions, enthusiastic and positive will best serve our Lions; the term of office can be the most thrilling and warm experience for the District Governor.

MEMBERSHIP DIRECTOR

"The membership director shall be the chairman of the Membership Committee." Article VII; Section D (8), Standard Form Lions Club Constitution and Bylaws.

"A Membership Committee shall be composed of three elected members for a three-year term. Initially three members will be elected. One member shall serve for one (1) year, the second member for two (2) years and the third member for three (3) years. Each year thereafter, a new member will be elected. Each

member shall serve for three (3) continuous years on a rotation system. Thus, the first year member shall be a member of the committee, the second year member shall be its vice chairman and the third year member shall serve as its chairman and as membership director on the club's board of directors." **Article IX, Section F, Standard Form Lions Constitution and Bylaws.**

Duties

The membership director shall be the chairman of the membership committee. The responsibilities for this position shall be:

- a. Develop a growth program specifically for the club and present it to the board of directors for approval.
- b. Encourage club members to bring in new quality members.
- c. Ensure proper recruitment procedures.
- d. Prepare and implement orientation sessions.
- e. Report to the board of directors ways to reduce the loss of members
- f. Coordinate with other club committees in fulfilling these responsibilities.
- g. Serve as a member of the zone-level membership committee.

Attendance Committee

The chief duty of the Attendance Committee is to create ways and means to promote attendance at club meetings. It keeps a sharp eye on month-to-month attendance figures, always looking for a way to improve them. The committee chairman works closely with the Program Committee, club secretary, and tail twister.

Here are some plans that have been used by Lions clubs to stimulate attendance at regular meetings and to increase interest in Lionism:

Attendance Awards

Individual attendance awards are given to those Lions who have 100 percent attendance for a 12-month period. Yearly tabs are also available. Long-term awards are available in increments of five years. Make certain that the secretary purchases these awards when Lions qualify. Use these awards to stimulate other Lions to seek such recognition.

Make-up Rules

Absence from a regular meeting of the Lions club may be made up either 13 days prior to or 13 days following the meeting missed by attending any of the following:

- A meeting of any other Lions club, regular or special;
- A meeting of the member's home club board of directors;
- A duly constituted meeting of a standing committee of member's home club;
- Any meeting scheduled or sponsored by the member's own club, including club fundraising and service activities;
- A regional meeting;
- A zone meeting;
- An international, state or district convention, or any other recognized Lions meeting;
- A Lion who visits the office of Lions Clubs International, or any district or state office outside the country of which he/she is a member, is allowed attendance make-up if such visit is made within the above mentioned time limits. Cards announcing these visits are presented to Lions when they visit these offices.
- A member who is forced to miss meeting(s) by reason of illness shall automatically be granted attendance credit for a meeting(s) missed upon acceptable evidence of said illness.
- A member who is forced to miss meetings as a result of military service, jury duty, elected government position or other statutory requirements shall be given attendance credit for

meetings missed. In each case the club board of directors shall decide if credit should be given for the missed meeting.

Any Lion who finds it necessary or is assigned to perform occupational duties for an extended period in a place for which he/she cannot readily attend a Lions club meeting may be granted, in the discretion of his club, credit for meetings missed thereby.

Attendance Reminder Cards

Pictured in the Lions Clubs International Supplies Catalog are the new attendance stimulator cards (post card size) for mailing to members who have missed one or more meetings. These serve an excellent purpose of stimulating attendance.

The Buddy System

A system which over a period of years has been responsible for maintaining high attendance averages in many clubs is the buddy system. It is quite simple. It consists of a member being responsible for the attendance of a fellow member. The member calls the fellow member on the telephone, looks in on him or her at their place of business to remind him or her of the meeting, and/or calls to take him or her to the meeting. An alternative is where members take weekly turns in contacting two or three other members.

Education

An important factor is intensive orientation of a new member coming into the club, particularly impressing upon them the importance of attendance.

Lions clubs which enjoy excellent attendance percentage from month to month attribute it to the fact that:

- New members thoroughly understand that regular attendance is a requirement.
- The club bulletin lists the "misses," and they become more aware of their responsibility to help maintain a good attendance record.

The board of directors of a club, in looking for leadership within the club, considers a member's attendance record as an indicator of the member's Lion spirit.

Good attendance results from:

- Fellowship.
- Quality membership.
- An atmosphere where Lions feel that important things are being accomplished.
- Interesting programs and a skillful tail twister.

Separation Notices

Separation notice cards have proven effective for some clubs. Such a card can be prepared by the local club and sent as a follow-up to the final notice card when a member has missed four consecutive meetings. Suggested wording for such a card is as follows:

"SEPARATION NOTICE - We are sorry to inform you that effective _____ you were dropped from the membership of the _____ Lions club. You have received three notices according to our bylaws, and by a unanimous vote of the club on it was voted to enforce this regulation."

CONSTITUTION & BY LAWS COMMITTEE

The Constitution and Bylaws Committee of a Lions club, is, in the main, an advisory committee to the board of directors. Its duties are largely interpretive in nature, and it acts generally only when called upon to do so by the board of directors of the club. It may, however, take action without being asked to do so if it believes the board or the club as a whole is proceeding or operating in an unconstitutional manner. Its duty then is plain. It should promptly call attention to the unconstitutional procedure or operation and request that immediate steps be taken to correct it.

Committee Makeup

This committee should:

- Consist of 2 to 5 members.
- Have members experienced in club or organizational procedure.
- Have members knowledgeable of parliamentary law.
- Have members who study the International Constitution and Bylaws, as well as Standard Form Club Constitution and Bylaws.

Meetings

The committee may request the program chairman to set up a meeting devoted to the constitution and bylaws. This may be done at the beginning of the club year, or just prior to nominations and elections period. The program may be geared to a question and answer period, or to a quiz, with prizes being awarded to the member supplying the best answers; or it may take the form of a straight talk on various constitutional matters, with each member of the committee allotted about five minutes to discuss one particular subject.

The members of the committee should always try for prompt, amicable settlements of all disputes involving constitutional questions, but should at all times insist on strict adherence to the constitution.

The club should always operate in strict compliance with the International Constitution.

CONVENTION COMMITTEE

Each certified delegate present in person shall be entitled to cast one vote of his/her choice for each office to be filled by, and one vote of his/her choice on each question submitted to, the convention." Article VI; Section 6, International Constitution and Bylaws.

This committee encourages all members to attend district, state and international conventions.

Building Your Convention Fund

"Inasmuch as the International Association of Lions Clubs is governed by Lions clubs in convention assembled, and in order that this club may have its voice in association matters, this club shall have power to pay the necessary expenses of its delegates to each annual convention of the association. This club shall be entitled in any convention of this association, to one (1) delegate and one (1) alternate for every twenty-five (25), or major fraction thereof, of its members as shown by the records of the international office on the first day of the month last preceding that month during which the convention is held, PROVIDED, however, that this club shall be entitled to at least one (1) delegate and one (1) alternate. The major fraction referred to in this section shall be thirteen or more members. The selection of each such delegate and alternate shall be evidenced by a certificate signed by the president or secretary or any other duly authorized officer of this club, or, in the event no such club officer is in attendance at the convention, by the district governor or district governor-elect of the district (single or sub-) of which this club is a member. — Article XIII, Section A, Standard Form Constitution and Bylaws."

"Inasmuch as all district matters are presented and adopted at the district (single, sub- and multiple) conventions, this club shall send its full quota of delegates to all such conventions and have power to pay the necessary expenses of such delegates attending such conventions. This club shall be entitled in each annual

convention of its district (single or sub- and multiple) to one (1) delegate and one (1) alternate for each ten (10) members, or major fraction thereof, of this club as shown by the records of the international office on the first day of the month last preceding that month during which the convention is held PROVIDED, however, that this club shall be entitled to at least one (1) delegate and one (1) alternate. Each certified delegate present in person shall be entitled to cast one vote of his choice for each office to be filled by, and one vote of his choice on each question submitted to, the respective convention. The major fraction referred to in this section shall be five or more members." — **Article XIII, Section B, Standard Form Constitution and Bylaws.**

A reasonable portion of your convention fund should be derived from the annual dues of members and should be provided for in the administrative budget of the club.

Several methods can be successfully used to increase this fund, permitting a larger number of members to participate in the annual international convention. Some suggestions for increasing the fund are:

- Some clubs provide that all fines collected by the tail twister be used for this fund.
- A plan which might be followed by the club members is to organize "convention clubs" among themselves. Such a club consists of 10 or 15 members, each member contributing a certain amount of money per month up to the time of the convention. Points are given each week to the members for attendance, service on committees, new members, etc., and the member with the highest score wins the trip.
- Some clubs have a "convention pool" toward which all members will, donate money each week. Two of those who donated are selected by ballot and receive the accumulated funds to be applied toward their trip to the convention.
- Many clubs establish a convention fund on a voluntary basis, contributed to by members who have 100% attendance records. Each member who elects to make contributions pays into the fund each week. At a predetermined date in June when the fund is started, a drawing is made from names of the contributors. The first name drawn gets free round trip transportation to the convention city and free hotel accommodations. The second name drawn gets the balance of the fund to apply to his or her convention expenses.
- Additional methods of adding to the convention fund are card parties, club dances, theatre parties and other similar functions participated in by club members

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FINANCE COMMITTEE

(Also refer to "Treasurer" sheets)

The chairman of this committee is generally the treasurer of the club.

Duties

This committee:

1. Is responsible for the budgets of the club.
2. Receives input from committees and board.
3. Prepares both administrative and activities budgets.
4. Presents budgets to the board of directors and general membership for approval. .
5. Sees that it is followed throughout the year.
6. Supervises the prompt collection of dues.
7. Ensures the prompt payment of bills.
8. Assists in formulating plans to raise money for the club's activities.
9. Obtains adequate insurance protection for projects, where necessary.
10. Assists the secretary and treasurer with their duties.

11. Arranges for an audit of the club's financial records.
12. Sees that monthly financial reports are presented to the board of directors and the club.
13. Submits semiannual reports to Lions Clubs International.
14. Performs any other functions in accordance with the club's constitution and bylaws and at the request of the club president.
15. Holds regular meetings to review the financial matters of the club.

In the event an activity is contemplated, such as fireworks celebration, circus, building project, and the like, from which liability might arise to the club and its individual members, it shall be the duty of this committee to see that adequate insurance protection is secured. Activities involving the use of fireworks are not recommended by Lions Clubs International.

First Meeting

The chairman:

- Sets date, time and place for first meeting, after consulting with president and vice president.
- Notifies committee members of the date, time and first meeting.
- Secures copies of club's financial statement as of end of last fiscal period and copy of club's budgets for preceding year, and has copies made for each member of the committee.
- Has budget forms, in blank, prepared for use of committee members at meeting. See suggested budget form in this section.
- Telephones members of committee and checks probable attendance at least two days before date of meeting.

Suggested Agenda

- "Duties of Finance Committee."
- "General Information Regarding Finances" and "International Per Capita Dues."
- Goals of the committee.
- Distribution and discussion of club's financial statement as of end of last fiscal period, budgets for preceding year and blank budget forms to be used in preparing administrative and activities budgets for current period.
- Preparation of club administrative and activities budgets for semiannual period or the complete year.
- Arrangements for the approval of the budgets. The committee will then recommend to the board that:
- A bank is designated as the depository for club funds.
- The persons to sign and countersign club checks shall be any two of the following: president, secretary or treasurer.
- The administrative and activities funds are maintained in separate accounts in the bank, and that separate books of records are kept for the two funds.
- The board stipulates that club disbursements shall be made only after invoices are approved by Finance Committee and ordered paid by the board of directors. Exceptions could be authorized for constitutionally fixed billings such as international and district dues.
- The board directs the secretary and treasurer to prepare club financial statements covering both administrative and activities funds monthly for presentation to the board of directors and Finance Committee; quarterly for presentation to the club at one of its regular meetings; and that the secretary shall send a "Statement of Financial Condition" to Lions Clubs International semiannually.
- The board provide for the bonding of all club officers who are responsible for club funds, in amounts

sufficient to cover the maximum anticipated funds the club will have on hand during the year.

- The board direct that an audit of the club's books and accounts shall be made at the close of the fiscal year, and more often if desired by the board.
- The board direct that an audit of the club's books and accounts shall be made at the close of the fiscal year, and more often if desired by the board.
- The board decide day, time and place of regular monthly Finance Committee meetings. Each such meeting should be held before the scheduled meeting of the board of directors, so that invoices which are approved by the committee may receive prompt board action.
- The committee prepares a committee meeting report for submission to board of directors, with copies for the President and Secretary. The copies for these officers should be placed in their hand prior to the board meeting.

Other Functions

- Recommends that the Finance Committee obtain signature card from the bank. This card should be taken to the first board of directors meeting for the signatures of the officers who will sign checks. The card is then returned to the bank promptly.
- After the board of directors decides the fundraising projects to be put on, the Finance Committee holds necessary meetings to carry out the instructions of the board, and otherwise to carry the projects to successful conclusions.
- After the board of directors decides the club's program of community activities, the Finance Committee prepares a budget for each activity. These budgets should be submitted to the board of directors for adoption.
- At the request of the president, the chairman of the Finance Committee attends all meetings of the board of directors.
- Assists with the collection of club dues and other monies due the club, when so directed by the board of directors.
- Regular Finance Committee meetings should be held monthly and special meetings as circumstances require. At the regular monthly meetings the committee examines the club's financial statements and compares the receipts and disbursements with the budget items; approves the bills to be paid, and considers other matters requiring the attention of the committee.
- Finance Committee performs such other duties and functions as set forth in the constitution and bylaws, and as directed by the board of directors, and as circumstances require.

Budget System of Financing

The budget system of financing is the practice of anticipating in advance as accurately as possible the income and expenses of the club for a specific period and preparing a budget on that basis for the guidance of the officers and board of directors in handling the financial affairs of the club for the budget period. In the Lions club there should be at least two separate budgets for each budget period: (1) An administrative budget and (2) activities budget. The budget period should cover at least six months, or it may be for the entire fiscal year.

The administrative budget has to do with the basic financing of the club—the income and expenditures necessary to run the club. The income for club administration is derived principally from club dues.

The activities budget has to do with the financing of the activities which the club carries on. The income should be derived from special fundraising projects put on by the club in the community. A well-managed Lions club also takes care that sufficient funds are available for carrying to a successful conclusion whatever welfare activities it has in mind.

Club Dues

The treasurer, with the advice of the Finance Committee and approval of the board of directors, should set members' annual dues at an amount which is necessary to maintain the financial health of the club. If the

amount of dues is insufficient to enable the club to operate efficiently, the Finance Committee should recommend to the board of directors that dues be increased. The committee should stipulate the amount necessary to overcome the deficiency.

Financing Club Activities

Funds to defray the cost of club activities should be raised in the community by means of fundraising projects put on by the club.

All fundraising projects and club activities should be approved by the Finance Committee and formally adopted by the board of directors before work is started on them. Sufficient funds should be in the activities account to defray the cost of the activity before it is started. No portion of net income raised from public fundraising projects may be used for the administrative budget and transferred to the administrative account.

Raising Administrative Funds in Emergencies

If it is found necessary to raise funds for club administrative purposes over and above the income from club dues, fund-raising projects within the club itself may be held. However, such a procedure should be resorted to only as a temporary measure, and if the condition persists. The amount of the club dues should be raised to an amount sufficient to defray all club administrative expenses.

Practices to Avoid

The Finance Committee should insist that no assessments of any kind shall be made.

The practice of making donations and contributions to other organizations with activities and objectives similar to those of the Lions club should be avoided by the club. The Finance Committee should see to it that the Lions club is not made a collection agency for other organizations, by insisting that proposals to donate club funds for any cause whatsoever shall first be referred to the Finance Committee for its consideration and reported to the board of directors.

This does not preclude the possibility of the Lions club sponsoring such projects as club activities. However, they should first be adopted by the board of directors as activities.

International Per Capita and Convention Fund Tax

Each Lions club is billed for international per capita dues on January 1 and July 1 of each year in line with the provisions of the International Constitution. This charge is made for all members of record regardless of how classified, i.e., whether active, father-son, member-at-large, Honorary or privileged members. The international per capita dues are payable in advance.

The international per capita dues are payable in advance by January 15 and July 15 respectively, and are considered delinquent if not paid within 60 days from date of billing.

Reinstated and Transfer Members

The charge for reinstatement of a member is the member's semiannual per capita billing and includes all charges to the next dues-billing date. It is not pro-ratable.

Financial Statements

A statement is mailed to the secretary of each club from Lions Clubs International, on the last day of each month, showing the unpaid balance (if any) due the association at that time.

The secretary and treasurer should prepare financial statements monthly for presentation to the club board of directors: and quarterly for presentation to the club. A financial statement ("Statement of Financial Condition") should also be sent to Lions Clubs International at the end of each semiannual period.

Reinstated and Transfer Members

The charge for reinstatement of a member is the member's semiannual per capita billing and includes all charges to the next dues-billing date. It is not pro-ratable. The charge made by Lions Clubs International for transfer of member from one club to another is the same as for reinstatement, except that no charge is made when a member transfers in the same semi-annual period for which his original club has paid his per capita dues to Lions Clubs International. For both transfer and reinstated members, the fee shall apply only if there has been a lapse in membership of less than six months. If more than six months have elapsed, the new member fee shall apply.

New Members

In addition to the entrance fee, the club is billed for international per capita dues to the next dues-billing period, for each new member, on a pro-rated basis, plus a semiannual convention fund tax which is not pro-ratable.

District Dues

The clubs are billed for district dues by the cabinet secretary-treasurer in the district in which the club is located. The amount of the district dues is set forth in the constitution and bylaws of the district.

District dues are for the purpose of defraying the administrative costs such as reimbursing the expenses incurred by them in carrying out their official duties and other district administrative expenses.

Working with Committees

Membership Committee: Finance Committee keeps the Membership Committee accurately informed of all entrance fees and dues of the club.

Constitution and Bylaws Committee: Finance Committee confers with this committee regarding the financial requirements of the club and sees that proper provision for these requirements is made in the club constitution and bylaws.

Attendance Committee: Members will sometimes cease to attend meetings because they have lapsed in the payment of club dues. By keeping all members paid up, the Finance Committee removes this possibility, thus helping the Attendance Committee.

Lions Information Committee: Finance Committee places detailed information in the hands of this committee regarding disposition of international per capita, state or province dues and club dues.

Attendance Committee: Arranging finances for lapel buttons, emblem transfers and supplies.

Public Relations Committee: Finance Committee assists this committee for advertising, promotion, road signs, street markers, safety signs and other similar items. Finance Committee cooperates by securing these items at reasonable cost.

Convention Committee: Finance Committee assists this committee in arranging for funds to pay part or entire expenses of delegates to the district convention and the international convention.

With all activities committees: Finance Committee works closely with all activities committees that require funds during the year.

GREETER COMMITTEE

The Greeter Committee welcomes newcomers and their families to the community and acquaints them with the commercial, civic, religious, educational and recreational life of the community. By inviting their participation in community activities, the Greeter Committee helps the newcomer family to enrich their own community life. This in turn also enriches the community. The committee can also introduce newcomers to club members.

Duties

The Greeter Committee also:

- Obtains names and addresses of all newcomers through information acquired from club members.
- Publishes a community information pamphlet which includes locations and leader's names of schools, religious institutions, youth organizations and public institutions such as public library, municipal auditorium, recreation center, parks, playground areas, golf courses, swimming pools, picnic grounds, museums, post office, transportation stations, police and fire station, airport and civilian defense center. The pamphlet should also contain a map. The Lions emblem, and a statement: "Presented by the _____ Lions club. Regular meeting scheduled for (day, time, and location)." These pamphlets may be distributed in person or by mail.
- Obtains information about the newcomer's occupation or profession, where the spouses are employed, number of family members, and children of school age, and any religious club or affiliations.
- Invites newcomers to attend the next club meeting as an escorted guest, if advisable, and he/she sees that the newcomer is introduced to club officers.
- Conducts a "newcomer's reception" periodically throughout the year during which newcomers are invited to a club family party.

THE PROGRAM COMMITTEE

The Program Committee responsible for arranging interesting club meeting programs. The programs should present a variety of topics, provide a balance of education and fellowship, and meet the needs and concerns of club members. The quality and timeliness of club programs can affect club meeting attendance.

Duties

- Formulate plans and obtain speakers and entertainment.
- Arrange programs in advance.
- Give advice on the kind of programs desired and assists those who have been assigned to arrange them.
- Contact speakers and makes sure they appear.
- Plan a good program or two available that can be substituted on short notice.
- Arrange for ladies night, working closely with the public relations chairman and bulletin editor.
- Make individual club members responsible for certain programs during the year or select separate sub-committees for each of the year's twelve programs. (It is advisable to keep a detailed calendar.)

Tips

- Insist on interesting, well-organized meetings. Better not to have any program than to have one which bores your fellow Lions.
- Know what your fellow Lions want in programs! This is the best guarantee for successful programs. Ask for your Lions' suggestions. If they don't respond, ask them again.
- A certificate of appreciation should be presented meaningfully to every speaker immediately after his or her appearance. (See Lions Official Catalogue of Supplies for certificates.) In addition, a thank-you letter should be sent to speakers.
- Good sources for speakers and programs can be found in local newspapers, which also will

announce visiting dignitaries. Other good sources of programs are colleges, schools, civic institutions, and even other Lions clubs.

- Don't overlook your own club. Lions are always a good source of interesting programs. In fact, experience shows that Lions are truly interested in life accounts of their fellow Lions. For example, ask them to show slides or videotapes of their last family vacation.
- You can be helped greatly by composing a "talent pool" of club members, listing the talents, expertise and interesting backgrounds of your fellow Lions.
- Properly introduce your speakers. Don't be too brief or too long. Make sure they are seated in proper protocol at your head table.
- If your budget permits, occasionally engage professional entertainment.
- Try to keep a balance between education and entertainment. Be sensitive to the immediate needs of your Lions. Sometimes your club will need humor more than anything else; other times they will need a strong dose of Lionism.
- If your program promises to be especially successful, be a host to other clubs. This can also be a great opportunity to invite many prospective members.
- A good program can also come from honoring local, distinguished citizens.
- Programs can also be formed by your district governor's annual visit, which should be an outstanding event.

Avoid

- Discussions concerning partisan politics or sectarian religion.
- Lengthy club business that forces the speaker to sit idly.
- Speakers or programs you know nothing about.
- Programs that extend beyond your club's normal adjournment time.

CITIZENSHIP SERVICES

"Whole civilizations have perished in the past, less from outside conquest than from a loss of values, pride or strength of good citizenship. Today's citizenship requires well-informed, understanding and committed citizens whose love of country still permits a decent respect for the customs of others. It requires thorough knowledge of not only the rights, but also the responsibilities of citizenship."

Good citizenship begins with a basic unit of society: the family. Therefore, the following is suggested:

Objective Number 1

Attain good intra-family relationships according to local mores and traditions. Good familial relationships should be emphasized as basic to good citizenship.

It is suggested that a special meeting of the club be devoted to discuss this aspect, preferably at the beginning of the fiscal year, with all other committee chairmen and any interested club member.

Objective Number 2

Make all citizens of the community aware of local government operations.

In accomplishing the above goal, it is suggested that a close working relationship be established with schools, civic officials and other authorities. Establish close cooperation with local law enforcement agencies so that those laws promulgated by city authorities may be respected by all citizens.

Objective Number 3

It is urged that the club inform citizens of the different levels of government by sponsoring meetings to discuss state, province, or departmental laws and regulations.

Objective Number 4

Sponsor programs that will make local citizens aware of the need to respect the laws and historical values of their country.

This objective can be obtained by (1) rendering tribute to the national symbol or symbols of the country; (2) observing all national holidays and events with patriotic spirit; (3) encouraging the study of traditions and history of the country, particularly of outstanding citizens who have contributed substantially to the character of the nation; (4) cooperating with other patriotic organizations whose objectives are to develop good citizenship (5) assisting new residents from foreign countries to become good integrated citizens; (6) sponsoring informational projects such as "Children's National Flag Day." (An activity guide is available from the Program Development Department at International Headquarters.)

It is recommended that the Citizenship Committee coordinate its efforts with other committees in order to derive optimum results.

Organization Meeting

1. Chairman checks first with the president as to club goals and budget considerations for the year, and with the vice president, under whose responsibility the committee operates. An invitation to both officers is extended for all meetings.
2. Chairman sets date, time and place for meeting and notifies committee members at least one week in advance.
3. The first meeting is very important. Here achievements or any unfinished plans of the previous year's committee are discussed, ideas and goals for the year are revealed, and ways of promoting and ensuring the success of these goals are discussed.
4. Chairman reads a list of suggested activities from this or any other source and leads discussion of community needs, emphasizing the club's role.
5. Goes over those activities in which committee members have shown interest.
 - (a) Type of activity.
 - (b) What will be the reaction of the community to this activity?
 - (c) What will be the reaction of the club members?
 - (d) How greatly will the community or the individual benefit?
 - (e) How long will it take to complete this activity?
 - (f) How much will it cost, and how will it be financed?
6. After thorough discussion, committee narrows choice to two or three activities, long-range or short-range, as seem best for club plans.
7. With assistance of committee members, chairman prepares a written report for the board of directors. It should include project recommendations and project cost estimates.

Suggested Activities

Leo Clubs

A Leo club is a service club for youth. The word "Leo" represents leadership, experience and opportunity.

1. Establish a committee of three or more members to study and present information to a meeting of the

Lions club or board of directors. Discuss willingness of members to assume responsibilities related to sponsorship of a Leo club.

2. Discuss with school authorities the feasibility of organizing a Leo club within or outside the school.
3. Request information and organizational materials from your district chairman or International Headquarters.

Other Youth Groups

1. Sponsor or assist Boy and Girl Scouts, boys and girls clubs, 4-H clubs, Future Farmers or Homemakers and local youth groups.
2. Provide or share a meeting place, camps and transportation to special events.
3. Provide the expertise needed in volunteer leadership positions.
4. Cooperate in joint adult-youth service projects.
5. Arrange organizational, promotional or recognition meetings.
6. Consult with civic authorities, school and youth leaders regarding a Junior Community Government Day or Program.

New Citizens

1. Welcome and acquaint newcomers with educational, economic, social or cultural facilities of your community. Assist with housing, employment, shopping, or other special needs.
2. Conduct citizenship classes; help immigrants with procedures to become citizens.
3. Arrange and publicize an official ceremony welcoming newcomers and congratulating new citizens.

Veterans

1. Welcome, entertain and publicly acknowledge the contributions of servicemen or veterans returning to the community.
2. Assist veterans; encourage local employers to offer job training and educational aid; work with government agencies to acquaint veterans with various benefits available to them. Cooperate with veterans' organizations.
3. Visit disabled and hospitalized veterans.

Respect for Law

1. Consult with civic and law enforcement officials regarding speakers or films which may be presented publicly or at club meetings.
2. Cooperate with local police in sponsoring and publicizing a police department open house. Such an event can include a tour of the facilities, explanations of policies and functions, panel discussions of police problems and citizens' complaints—all to improve understanding between police and the public.
3. Conduct a recognition night or public banquet to acknowledge long-standing service of law enforcement officers and their outstanding acts in performance of duty.
4. Sponsor a citizens' auxiliary to assist with clerical tasks, with traffic or parade control, search or rescue efforts, interpreting, and other useful assignments.
5. Cooperate with police service, crime prevention and public relations activities.
6. Help with the development and improvement of juvenile, family and criminal courts; help improve probation, parole, detention, and other correctional facilities and services.

Participation on Holidays

1. **Arrange programs to observe and celebrate national holidays.**
2. **Participate in** holiday parades; sponsor floats, provide marching or riding delegations. Assist with decorating streets and in cleanup work after the parade.
3. Encourage display of the flag on holidays; distribute literature on proper display and care of the flag. Provide flags where needed. (Consider sponsoring the "Children's National Flag Day" Program.)
4. Encourage the establishment, preservation, and maintenance of monuments and memorials.
5. Cooperate in special events held by veterans and other patriotic groups.

Civic Recognition

1. Arrange public recognition of civic leaders or outstanding citizens—in publications, in club meetings, in public programs.
2. Publicize information on your community, its institutions and services, and the officials who operate them.
3. Conduct or assist with "get out the vote" campaigns. Offer volunteer services for transportation of voters and attending their children, or for convalescents in their homes.

Avoid duplicating the activities of other community organizations. Cooperate with them or coordinate duties.

Diabetes Awareness

Diabetes has become a serious threat to the quality of life and longevity worldwide. Not a disease that discriminates, diabetes strikes from infancy to old age; develops in both the rich and the poor; and, to some degree, affects persons of all races and nationalities. Diabetes is the leading cause of new cases of adult blindness. The only diseases that kill more people than diabetes are heart disease and cancer. Those with diabetes are also susceptible to developing heart disease.

The committee on diabetes awareness:

- Studies the needs
- Are there committees who have similar goals?
- Of the community, how these needs can best be met.
- Proposes service activities to the club board of directors. Assumes responsibility, as directed by the board, for administration of adopted activities.
- Cooperates with other committees with similar goals

Organization Meeting

1. Chairman meets with president to discuss goals and budget considerations for the year, and with the vice president, who is ultimately responsible for committee operation and duties. He/she invites both officers to attend all meetings.
2. Chairman organizes the first meeting, notifying committee members at least one week in advance.
3. Achievements to date and goals are discussed during the initial meeting. A detailed plan of action should be formulated to assure project appropriateness.
4. Chairman presents list of possible activities and encourages discussion of activity merits and shortcomings.

5. Reviews activities in which committee members have expressed interest. Discusses positive and negative aspects, time frame and cost considerations for each activity.
6. Activities with the most potential for success are chosen.
7. A detailed report of planned activities is submitted to the board of directors.

The Problem of Diabetes

While diabetes is a problem all over the world, not all countries are equally equipped to effectively deal with it. For example, most inhabitants of developed nations have access to medical supplies and modern treatment modes to prevent premature death from diabetes. However, in South America and certain other countries, there is a severe shortage of insulin—the single most important diabetes treatment module. Thus, a general listing of projects which would be as effective in fighting diabetes in India as in Europe is not feasible. However, the following suggestions may be useful in the initial planning of diabetes activities.

Community-Needs Assessment

- Contact local government offices for information on the prevalence and mortality rate of diabetes and whether local medical facilities are equipped to deal with the particular problems caused by diabetes.
- Establish a working relationship with your local diabetes organization. This relationship can be mutually advantageous and will enable you to keep abreast of new developments in the field.
- Conduct a community survey to determine how much people know about diabetes and how many individuals are aware of their possible personal risks of developing diabetes.

Certain ethnic groups appear to be susceptible to developing diabetes. Find out whether any particular high risk groups reside in your community.

Learning about Diabetes

- Ask a member of your medical community or a diabetes organization, i.e., endocrinologist, nurse, eye care specialist, nutritionist, to speak on the subject of diabetes during a club meeting.
- Attend free classes on diabetes, which are often sponsored by medical centers. If the hospital in your community does not sponsor diabetes classes, encourage administration to implement them.
- Review films and videos developed by diabetes and medical organizations on diabetes.

Obtain literature on diabetes from International Headquarters and other reliable sources.

Educating the Public

- Develop or purchase diabetes educational literature for distribution to key locations throughout your neighborhood.
- Arrange to have articles or advertisements on diabetes printed weekly in your local newspaper. (Also utilize this source for project publicity.)
- Invite the public to attend lectures on diabetes featuring speakers from your medical community. Explain the importance of the program to the public before or after the lecture.
- Ask your local television or radio station to broadcast information about diabetes.
- Provide local schools or libraries with video tapes, computer disks, literature, etc. on diabetes.

Finding "Hidden" Diabetics

- With the assistance of your medical community, conduct a free diabetes detection screening—preferably in conjunction with a health fair or diabetes lecture. Distribute educational material during the screening.

- To implement the most effective detection screening, test for diabetes at locations where high risk individuals congregate, i.e., senior citizen center, women's groups.
- Conduct a diabetes detection screening during a club meeting—many Lions and Lionesses fall into the high risk category for developing diabetes. Encourage individuals over forty—through literature, posters, lectures—to have their eyes examined by an eye care specialist annually. (Diabetes can often be detected during an ophthalmologic examination.)

Research

- Donate 25% of the funds raised through your "Journey for Sight" projects to the Lions Clubs International diabetic retinopathy research fund.
- Support your local medical school's diabetes research efforts. Or, if your local hospital is in need of special equipment to detect or treat diabetes ("aster photo coagulator, kidney dialysis unit) money can be donated to purchase equipment.

Projects for Developing Countries

- If there is a shortage of insulin in your area, do everything in your power to make insulin available to community members. Contact your local government for guidelines on setting up an insulin bank. Pharmaceutical companies can be contacted for possible support in this endeavor.
- Work with other clubs and organizations to sponsor a diabetes clinic. Even if you are unable to provide the most recent treatments, any services to aid those with diabetes are extremely helpful.
- Make every attempt to reach the poor or elderly in rural areas in order to offer them free diabetes services.

Educational Services

"The International Association of Lions Clubs, cognizant of its humanitarian role in society and the relationship between nature and culture and human life, asserts that man can come to an authentic and full humanity only through the cultivation of those natural qualities and values which will enhance the integral development of the human person, the good of the community and society in general."

"It further affirms its belief that man's intellect can be developed to result in the ability to understand; and in understanding, man will hopefully govern his actions in terms of his social consciousness and a proper sense of morality." From Policy Statement "On Cultural Activities."

Education is one of the most important keys to human advancement and improvement. Each Lions club should determine how it can best contribute to education in the community or assist programs in other areas.

Duties of the Committee

1. Studies educational needs of the community and what is being done to meet those needs.
2. Proposes one or more service activities to the club board of directors.
3. Assumes responsibility, as directed by the board, for performance of the activities adopted.

Organizational Meeting

1. Chairman checks first with the president as to goals for the year and budget considerations; and with the vice president, under whose responsibility the committee operates, as to committee duties. Extends invitation to both officers to attend all meetings.
2. Sets date, time, and place for meeting; notifies committee members at least one week in advance.
3. Presents any unfinished plans of the previous year's committee, ideas and goals for the year, and the ways of promoting and ensuring the success of these goals through work of the committee itself or of the entire club.
4. Reads list of suggested activities from this source, asks for additional input, leads discussion about

community needs, and considers the action to be taken.

5. Specifies those activities in which committee members have shown interest. Clarifies the following questions.
 - (a) What type of activity is it?
 - (b) What will be the reaction of the community to this activity?
 - (c) What will be the reaction of the club members?
 - (d) How greatly will the community or the individual benefit?
 - (e) How long will it take to complete this activity?
 - (f) How much will it cost, and how will it be financed?
6. After thorough discussion directs committee to narrow choice to two or three activities, long-range or short-range as seem best for club plans.
7. With assistance of committee members, prepares written committee report to be submitted to the board of directors.

Suggested Activities

Scholarships

1. Establish a scholarship program; or contribute to an existing one for local deserving students for secondary schools, vocational schools or colleges. Always consult first with school • administration and faculty regarding award factors (such as academic standing, extra-curricular participation, citizenship, leadership and financial need).
2. Provide grants to teachers or students of special education classes for attendance at seminars, forums, special clinics, etc.
3. Sponsor speech or essay contests and award prizes or partial scholarships to the winners.
4. Consider sponsoring a student through the Vocational Assistance Program (refer to President's Book, international relations section).

Teacher/Student Recognition

1. Present awards (certificates, plaques, trophies, cash awards) to teachers or students for scholarship or school participation.
2. Sponsor club or public events honoring teachers for distinguished service, retirement, or for special achievement such as honorary degrees or other awards of excellence.
3. Sponsor club or public events honoring students for academic excellence, athletic achievement, leadership and citizenship service.
4. Sponsor talent competition for specific groups of students (i.e., handicapped)

Career Planning

1. Furnish materials to community schools on the types of careers available to local students.
2. Arrange tours for students through local business, industry, governmental and social agencies to familiarize them with a range of career opportunities.
3. Arrange "Career Nights" or other presentations for students by Lions clubs members or other individuals qualified in business, industry, law, medicine, government or social services. Explain educational requirements and projected employment possibilities.
4. Cooperate with school officials in motivational programs to reduce the drop-out rate, or to encourage drop-outs to return for either full-time or even part-time education.

Vocational Training

1. Promote a vocational training program, or support an existing program by enlisting the help of local businessmen and employers to hire program graduates.
2. Contact governmental agencies and local businesses for funding or contributing materials, tools or part-time instructors for vocational training programs at local schools.
3. Promote on-the-job vocational training programs which offer part-time or summer employment of students.

Adult Education

1. Sponsor and/or promote lecture or film series, study and discussion groups, seminars, workshops, classes or individual instruction, correspondence courses, educational television or radio courses. These could be held at schools, libraries, government or community organization facilities, churches or homes.
2. Work with local educational officials to sponsor and publicize adult education programs in the community.
3. Provide books and other materials needed.
4. Promote reading improvement programs and facilities for adults of the community, for those with language problems, for students with special needs.
5. Obtain volunteers to tutor adult illiterates on a one-to-one basis.
6. Request information from UNESCO on their Functional Literacy Program. For information write:

Public Liaison Division UNESCO
Place de Fontenoy
75700 Paris, France

Cultural Activities

1. Investigate home study programs and courses available to the community.
2. Establish or support student loan funds.
3. Promote programs for volunteers and students to help youths with special needs or handicapped children.
4. Sponsor public lectures, discussion groups, seminars.
5. Sponsor field trips to museums, libraries, art galleries, historic, natural or cultural points of interest.
6. Sponsor outings for school children to athletic events, country or city visitations, zoos, etc.
7. Obtain special prices or provide tickets to cultural events for students, the handicapped or the aged. Arrange transportation if necessary.
8. Sponsor book drives for libraries, schools or social centers; promote bookmobiles for areas not served by library facilities.

Materials and Equipment

1. Provide materials for construction, expansion, maintenance of schools.
2. Provide educational equipment and supplies as needed.

Other

1. Investigate home study programs and courses available to the community.
2. Establish or support student loan funds.

3. Promote programs for volunteers and students to help handicapped children or youth with special needs.

ENVIRONMENTAL SERVICES

"Lions Clubs International, recognizing the profound impact of man's activity on the interrelations of all components of the natural environment, particularly high density urbanization, industrial expansion, resources, exploitation, and new and expanding technological advances, and recognizing further the critical importance of restoring and maintaining environmental quality to the overall welfare and development of man, declares that it is the continuing policy of Lions Clubs International to foster and promote the general welfare, to help create and maintain conditions under which man and nature can exist in productive harmony and to fulfill with social, economic and other requirements of present and future generations of mankind." From policy statement "On Environmental

The Environmental Services Committee:

- Studies needs of the community and what is being done to meet those needs.
- Proposes one or more service activities to the club board of directors.
- Assumes responsibility, as directed by the board, for performance of the activities adopted.
- Cooperates with other committees whose work may be related.

Organizational Meeting

1. Chairman checks first with the president as to goals for the year and budget considerations, and with the vice president under whose responsibility the committee operates as to committee duties. An invitation to both officers is extended for all meetings.
2. Chairman sets date, time and place for meeting, notifies committee members at least one week in advance.
3. The first meeting is very important. Here achievements or any unfinished plans of the previous year's committee are discussed, ideas and goals for the year are revealed, and ways of promoting and ensuring the success of these goals are discussed.
4. Chairman reads list of suggested activities from this source and leads discussion of community needs, emphasizing the club's role.
5. Goes over those activities in which committee members have shown interest.
 - a) Type of activity.
 - b) What will be the reaction of the community to this activity?
 - c) What will be the reaction of club members?
 - d) How greatly will the community or the individual benefit?
 - e) How long will it take to complete this activity? (1) How much will it cost, and how will it be financed?
6. After thorough discussion, committee narrows choice to two or three activities, long-range or short-range as seem best for club plans.
7. With assistance of committee members, chairman prepares a written report for the board of directors. It should include project recommendations and project cost estimates.

Correcting the Imbalance

The work of a Lions club can serve as an example to others and thus encourage community action in solving various environmental problems.

Air Pollution

1. Be informed about air pollution
 - a. What it does to your health and how it affects your life.
 - b. What the sources of pollution are in your community.
 - c. Who the local officials are that has responsibility for controlling pollution.
2. Contact citizen groups working against air pollution and cooperate with them. If none exists, form such a community group.
3. Distribute information to people interested in learning about air pollution and fighting for clean air.
4. Prepare fact sheets or kits on air pollution problems in your locality. Distribute to officials news media, organizations and the general public.
5. Ask local news media to provide information to the public about polluted air. Provide them with facts, figures, and pictures for their stories.
6. Urge local utilities and industry to use low-pollution fuels and to install pollution screens on furnaces and incinerators.
7. Support legislation that seeks to reduce air pollution.
8. Prepare and exhibit displays in schools, libraries, department stores.
9. Encourage student and youth organization interest: essays, debates, posters, etc.
10. Be sure you do not contribute to air pollution:
 - a. Keep automobile in good condition. Poor combustion adds to pollution.
 - b. Have home furnace checked regularly and cleaned periodically.
 - c. Eliminate open burning in dumps, building sites, and backyards. Do not burn refuse.
 - d. Be conscious of the effect which tobacco smoking can have on non-smokers.

Land Pollution

1. Be informed about land pollution.
 - a. What are the types of land pollution? Solid wastes, litter, chemical fertilizers, industrial wastes, etc.
 - b. What are the specific sources of land pollution in your area?
 - c. Who are ether local officials that have the responsibility of controlling this pollution and planning for future methods of disposal?
 - d. What local organizations are concerned with this problem and what are they doing to combat it? If none exists, consider forming one.
2. Secure and distribute brochures, pamphlets and fact sheets on the health hazards of polluted areas as breeding places for vermin, bacteria and scavengers.
3. Enlist the support of the local news media in your campaign against land pollution. Provide them with facts on the cost of disposal, possible health hazards from improper disposal, the pollutant effects of open burning trash, improperly supervised landfills and haphazard open dump sites.
4. Select a given area suffering from land pollution, clean it up and beautify it with grass, trees and plants. Use this control area as the basis for a before and after exhibit. Provide pictures and descriptions of what was done, the cost involved and the future uses of the land that it is now free of solid wastes and garbage.
5. In order to keep your community free from discarded junk, consult with community officials for the purpose of providing and servicing strategically placed trash receptacles and sponsor an "Anti-Litter Campaign."

6. Check scrap dealers, and glass container and aluminum can manufacturers for reclamation centers in your area and the possibilities for a community recycling program.
7. Contact local agricultural agencies for the facts on chemicals, the availability of natural fertilizers and sensible agricultural procedures (e.g., crop rotation).
8. Encourage and support contractors who will take adequate preparations to prevent runoff and soil erosion during construction. Volunteer to plant grass, shrubs and provide mulch or other stalk residue to cover the ground.
9. Help dispose of junked autos.

Noise Pollution

Noise is a danger to our health. The noise level we experience daily, however, has increased so gradually that we fail to recognize its danger. The only real solution to the inherent damage of noise pollution will come through a rising public awareness of the dangers of noise and a demand for machines, standards and laws that regulate noise pollution.

Water Pollution

1. Become informed about the condition of the public waters in your area: their beneficial uses today, the expanded uses which they can permit in the future if their quality is improved.
2. Inform other citizens and organizations of the water quality in your area.
3. Locate possible sources of pollution to streams, rivers and lakes such as industrial operations, construction, inadequate sewage facilities. Find out what steps are being taken to treat these wastes.
4. Locate the water intakes for your community and find out what steps or treatment is necessary before the water is fit for human consumption.
5. Cooperate with organizations working for clean water and aim for a community-wide concern for water which is free of pollutants.
6. Develop exhibits or displays for schools, assemblies or stores which show how your local water supplies were originally used, how they were abused, what must be done to make them clean and how clean water will be used in the future
7. Clean up local streams and ponds. Remove the garbage from the shallows and the shoreline and drag out the weeds which cause a body of water to slowly "die" (eutrophication).
8. Contact local officials and express your concern for water pollution and promise your support in programs to clean up streams, rivers and lakes.
9. Emphasize conservation and wise use of water.

Urban Development

1. Promote good lighting of streets, parks, playgrounds.
2. Develop or improve transportation service, public utilities.
3. Assist in planning and building, or contribute funds, labor,
4. Plant and/or maintain trees, shrubbery, flowers in parks, parkways and other public areas.

Community Betterment

1. Form a volunteer cleanup patrol to remove litter from commercial, residential, recreational and rural areas. Invite participation of Leo clubs or other youth organizations as a youth outreach project_
2. Undertake a program to restore a historical landmark in your community. Provide the manpower, funds

or equipment for such a project.

3. Combat moral corruption. Especially among the young, by advocating and supporting wholesome community programs.
4. Initiate programs to educate the public on alcohol and drug abuse.
5. Emphasize the need to find a rational balance between population and resources to improve the quality of life for all.
6. Encourage and support recycling.
7. Educate the public about energy conservation.
8. Educate the public about wildlife preservation.
9. Distribute food supplies to the needy.
10. Make sure there are adequate water and sanitation facilities.

HEALTH SERVICES

Human needs exist from conception to death. However, just as each individual differs from all others, so do one's needs vary from infancy through old age. To the sensitive observer, the presence within the community of many people having different needs is a reality that cannot be ignored.

Be it resolved, therefore, that Lions clubs and individual members share a common responsibility to improve the quality of life for each individual in accordance with the Lions Code of Ethics: To aid others by giving my sympathy to those in distress, my aid to the weak and my substance to the needy.

As in other fields of service, health needs of people in the countries of Lionism are so different and services are in such different stages of development that the range of Lions health activities and services must reflect those differences. But the objectives remain the same: to promote good health, to prevent illness and to detect symptoms of disability or disease before they develop to more serious stages. The classical ideal of a sound mind in a healthy body will always be a worthy goal for Lions service.

The Health Services Committee:

- Studies needs of the community and what is being done to meet those needs.
- Proposes one or more service activities to the club board of directors.
- Assumes responsibility, as directed by the board; for performance of the activities adopted.
- Cooperates with other committees whose work might be closely related to its work.

Organizational Meeting

1. Chairman checks first with the president as to his or her goals for the year and budget considerations, and with the vice president under whose responsibility the committee operates as to committee duties. An invitation to both officers to attend is extended for all meetings.
2. Chairman sets date, time and place for meeting; notifies committee members at club meeting, by mail or telephone, at least a week in advance.
3. The first meeting is most important. Here achievements or any unfinished plans of the previous year's committee are discussed; ideas and goals for the year are brought to light, and the ways of promoting and ensuring the success of these goals, through work of the committee itself or of the entire club are discussed.
4. Chairman reads list of suggested activities from this or any other sources and leads discussion of community needs, emphasizing the club's role.
5. Goes over those activities in which committee members have shown interest.
 - a. Type of activity.

- b. What will be the reaction of the community to this activity?
 - c. What will be the reaction of club members? -
 - d. How greatly will the community or the individual be benefited?
 - e. How long will it take to complete this activity?
 - f. How much will it cost, and how will it be financed?
6. After thorough discussion, committee narrows choice to two or three activities, long-range or short-range as seem best for club plans.
7. With assistance of committee members, chairman prepares a written report for the board of directors. It should include project recommendations and project cost estimates.

Suggested Activities

Community, Education and Referral

1. Sponsor, establish and support a clearinghouse of information on local health agencies and services, whom they serve and what services they provide.
2. Compile or update an existing directory of available community health services and distribute an easy-to-use listing of these health services.
3. Urge public awareness of deficiencies or needs in your community's health programs.
4. Sponsor "information nights" with guest speakers from local health organizations to explain their services and functions in the community.
5. Promote health education programs to inform the community of good health habits, dangers from improper sanitation measures, etc.
6. Distribute literature on disease warning signs (the warning signs of cancer, symptoms of anemia, leukemia and other diseases).
7. Urge citizens in your community to seek proper medical attention for their problems and to avoid "cure all" patent medicines or treatments.
8. Consider support of qualified national and international health programs.

Detection and Prevention

1. Sponsor free medical, dental, sight and hearing examinations for the underprivileged and underwrite follow-up treatment if necessary.
2. Conduct screening tests for school age and adult population-single test screening or multiphase screening-for tuberculosis, communicable diseases, high blood pressure, diabetes, etc.
3. Cooperate with school and health officials in insuring maximum turnout for immunizations (polio, rubella, mumps, typhus, typhoid, measles and other vaccines).
4. Conduct sanitation improvement programs such as trash disposal, insect control, pest extermination to remove possible breeding places for harmful organisms.
5. Urge citizens to have their pets vaccinated yearly for distemper and rabies.
6. Sponsor a health fair providing display areas for health agencies and their prevention programs.
7. Distribute literature on the importance of good health habits and personal hygiene in connection with disease prevention.
8. In countries where necessary, organize or support mass vitamin distribution programs, especially vitamin A, to prevent harmful deficiencies or disease.

Physical Facilities and Equipment

1. Sponsor or contribute to construction or expansion of hospitals, clinics.
2. Finance special diets, medicines, clothing, bedding for clinics or hospitals.
3. Donate iron lungs, incubators, kidney dialysis machines and other needed equipment to hospitals and clinics.
4. Provide reading aids, films, ceiling projectors, radio and tape equipment for bedridden patients.
5. Assume responsibility for upkeep and maintenance of local clinics.
6. Provide a bus or other transportation for pick up and return of patients to a hospital or clinic.
7. Provide wheelchairs, crutches, canes and other ambulatory equipment for hospital "free loan" to outpatients.
8. Establish, support, and equip mobile examination and treatment units.
9. Provide equipment and furnish citizen auxiliary for community ambulance and rescue service.
10. Establish a blood bank program or actively support an existing program by donating blood, volunteers, funds for improvements and expansion.

Research

1. Provide funds for research and scholarship grants to medical schools, universities and hospitals.
2. Purchase or provide research equipment for hospitals or clinics.
3. Generate a public interest in research.

Cooperation with Community

Health Organizations

1. Arrange programs in observance of special health days or weeks which are sponsored by local health agencies.
2. Provide financial support for health centers, clinics or camps maintained by your community health organizations.
3. Provide medicines and necessary equipment to local health organizations which treat the needy of the community.
4. Cooperate with local physical and mental health agencies to promote a campaign of community awareness of health problems, prevention measures and methods of cure.
5. Cooperate with private and governmental agencies in providing assistance to people in disaster areas.
6. Cooperate with local officials and community health organizations in a drive to get a doctor, dentist, etc. for the community.

Health Manpower

1. Furnish volunteer services at clinics, hospitals, sanitariums, nursing homes, etc., to be readers, letter writers, entertainers, etc.
2. Distribute literature on the variety of public health careers available to students, adults and volunteers.
3. Urge members of the community who used to be technicians and medical assistants to consider either returning to their profession or volunteering to work in their area of specialization on a part

time basis.

4. Work with local health agencies in recruiting qualified technicians, assistants, specialists and nurses for your community's health facilities.
5. Encourage the development of health careers programs in localities where no programs exist.

HEARING AND SPEECH ACTION AND WORK WITH THE DEAF

Human needs exist from conception to death. However, just as each individual differs from all others, so do one's needs vary from infancy through old age. To the sensitive observer, the presence within the community of many people having different needs is a reality that cannot be ignored.

Be it resolved, therefore, that Lions clubs and individual members share a common responsibility to improve the quality of life for each individual in accordance with the Lions Code of Ethics: To aid others by giving my sympathy to those in distress. My aid to the weak and my substance to the needy.

The Committee for Hearing and Speech Action and Work with the Deaf:

- Studies needs of the community and what is being done to meet those needs.
- Proposes one or more service activities to the club board of directors.
- Assumes responsibility, as directed by the board, for performance of the activities adopted.
- Cooperates with other committees whose work might be closely related to its work.

Organizational Meeting

1. Chairman checks first with the president as to his goals for the year and budget considerations, and with the vice president under whose responsibility the committee operates as to committee duties. An invitation to both officers to attend is extended for all meetings.
2. Chairman sets date, time and place for meeting; notifies committee members at club meeting, by mail or telephone, at least a week in advance.
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4. Chairman reads a list of suggested activities from this or any other sources and leads discussion of community needs, emphasizing the club's role.
5. Goes over those activities in which committee members have shown interest.
6. Type of activity.
 - a. What will be the reaction of the community to this activity?
 - b. What will be the reaction of club members?
7. How greatly will the community or the individual be benefited
 - a. How long will it take to complete this activity?
 - b. How much will it cost, and how will it be financed?
8. With assistance of committee members, chairman prepares a written report for the board of directors. It should include project recommendations and project cost estimates.

The suggested activities below are rather comprehensive. However, some of these services are available in many states and countries from tax supported agencies. It is recommended, therefore, that to prevent unnecessary duplication, Lions clubs participating in hearing and speech action and work with the deaf activities should thoroughly acquaint themselves with the services that are available to hard-of-hearing and deaf people through such agencies.

Hearing Conservation

Examination and Detection

1. Provide hearing examinations individually or through public mass screening. This is done for school children in cooperation with school authorities for preschool children, the aging and other adults through public health authorities and local prevention of deafness agencies. Always consult first with local medical-professional societies.
2. Arrange for follow-up examinations.
3. Provide hearing testing equipment for schools, clinics and hospitals.
4. Consider purchase of, and support for, a mobile unit for testing and/or treatment.
5. Urge local hospitals to establish a mandatory program of hearing testing for newborn babies.

Medical-Surgical Services

Provide services of qualified professionals to fit and prescribe proper hearing aid devices or perform remedial surgery. Arrange transportation of patient if needed.

Temporary Bone Banks

Much information about causes of hearing loss has been gained through the study of middle-ear and inner-ear structures after death. These cannot be examined during life. People with ear disorders are urged to bequeath their inner ear structures to the DRF Temporal Bone Banks Program for Ear Research. For further information, consult your ear specialist or write to The Deafness Research Foundation or the National Temporal Bone Bank Center.

Hearing Research

1. Support research on prevention and amelioration of hearing loss.
2. Contact your local university hospital or medical/hearing center and furnish funds for research of specialized equipment.
3. Distribute information on hearing loss to members of your community and urge their support for continued research.

Services to the Hard-of-Hearing

1. Furnish, repair or replace hearing aids and provide loaner hearing aids when necessary for hard-of-hearing children and adults.
2. Provide services of qualified professionals for diagnosis, therapy and hearing aid evaluation.
3. Provide needy individuals with batteries, aids and special devices, such as flashing alarm signals, teletypewriters and other communication devices for hearing impaired people.
4. Collect used hearing aids to establish a hearing aid "bank." Have the aids evaluated and reconditioned, then distribute them to the needy.
5. Collect used batteries in order to exchange for new batteries at reduced cost.

Public Information

1. Create public awareness of "noise pollution" and its effects on hearing—what can be done to reduce noise levels.
2. Cooperate with local agencies in conducting public information programs on the causes of deafness, on periodical hearing tests and how hearing loss can be prevented or minimized.
3. Sponsor the development of films, media spots and brochures.

Education

1. Contribute to educational centers which train teachers and other professionals to work with the deaf or hard-of-hearing.
2. Provide or contribute to an existing scholarship fund for hearing-impaired students. Assist students with placement and special aids.
3. Furnish auditory training equipment for classroom use with hearing-impaired children.
4. Provide financial assistance and counseling to families with hearing-impaired children in need of special education.

Audio-Visual Services

Provide video tapes, captioned films, amplifying equipment and other devices for hard-of-hearing and deaf individuals in educational, recreational and home environments.

Rehabilitation

Investigate and support hearing rehabilitation services, including speech therapy, lip reading therapy, auditory training and counseling.

Interpreting Services

1. Investigate availability of and provide interpreters for deaf children and adults for legal, social and medical services. Inform them of these services.
2. Encourage club members to learn basic sign language. **Vocational and Employment Services**
3. Assist in finding industrial, professional and business employment for the deaf and hard-of-hearing.
4. Arrange for vocational training centers to offer special courses for individuals suffering from hearing loss.
5. Initiate a program to educate business and community leaders to the variety and scope of employment which the deaf and hard-of-hearing can accomplish.

Social Services

1. Encourage the development of counseling services for deaf and hard-of-hearing individuals.
2. Imitate and support joint social activities for deaf or hard-of hearing persons and furnish transportation when necessary.
3. Actively support the national association or society of the deaf in your country.

INTERNATINAL SERVICES

"Each individual is a citizen of his community and his nation. A Lion should be something more—a citizen of the world. The first object of Lionism, 'To create and foster a spirit of understanding among the peoples of the world,' recognizes the fundamental reality of our age—that community or national interest can no longer be attained in isolation from the world interest."

"Considered alone, a single project of a single community may seem of minor significance. But when added to the project of hundreds of communities and millions of people working together, the sum total reflects the magnitude of the programs' significance as an instrument for international good will and peace."—From policy statement "On International Relations."

The International Relations Committee:

- Proposes activities that will involve the Lions clubs in creating and fostering a spirit of understanding among the peoples of the world.
- Consults with the district governor and/or the district international relations chairman and cooperates in any district goal or project of an international nature.
- Assumes responsibility as directed by the board of directors for performance of the activities adopted.

Suggested Activities

Friendship Contacts

Each year a list of international relations and youth exchange chairmen and their addresses are circulated to the district chairmen of the International Relations and Youth Exchange committees.

1. Establish with individual Lions of other nations exchanges of correspondence and any materials to foster mutual understanding. Such correspondence may result in club twinning. Compare information and experiences with your counterpart officers in other countries. With permission of school authorities, invite children to write letters and exchange handiwork or artifacts with school children from other countries.
2. Offer hospitality to individuals visiting from other lands. These individuals may be Lions who are visiting your area or non-Lions, such as overseas students, who could be hosted by club members during periodic school vacations. In addition, welcome new citizens to your community and help them adjust.
3. Participate in the amateur radio operator contest, "Hunting Lions in the Air," held each year on the Saturday nearest to January 13. Throughout the year, numerous Lions establish and maintain world-wide friendships through amateur contacts.

International Twinning

Beginning with simple exchanges of correspondence, hundreds of Lions clubs the world over have developed a twinning relationship with Lions clubs of other countries. In the early 1950's soon after their establishment on that continent, Lions clubs of the European nations began an intensive program of "Jumelage" (Club Twinning). Citizens of countries formerly at war with each other made new and lasting friendships. Today there is hardly a Lions club in Europe that is not twinned with one or more clubs in nearby countries, and more recently they have been reaching out to the other continents.

Lions of Japan, whose first club was sponsored by Lions of the Philippines (these two countries were enemies in World II), began letter exchanges with other previous adversaries in Korea, the Republic of China, the Philippines, Australia, and then with Lions of other Asian countries. Lions clubs of the U.S.A. are twinned with clubs of other nations the world over.

Introductory correspondence can be started with district or club officers of the other country, stating your desire to form a Lions club twinning relationship. Information can be exchanged about your club and community.

Once the relationship is established, any of the following can be exchanged.

- A. Club banners or souvenirs, club bulletins.
- B. Local periodicals, maps, tourist folders, pictures.
- C. Films (8mm.), slides, videos, tape recordings of club meetings or other functions.
- D. Cultural items of art, music, literature, folklore.

Membership lists may be exchanged so that members and their families may exchange correspondence. In some instances, whole classes of school children have written personal letters, all to be forwarded to the twin club for delivery in turn to their schools. This program is **International School Twinning**.

As a consequence of exchange of information on club activities, ways may be found in which the two clubs can cooperate in a joint project or service (possibly on behalf of Lions of still a third country). It should be a voluntary and mutual endeavor, with each club making some contribution.

In 1976, the International Board of Directors approved Leo club and Lioness club participation in the twinning program. A twinning recognition patch or certificate is awarded to each club that reports success in initiating a twinning relationship.

If your Lions club, Leo or Lioness clubs have not twinned, write to the International Activities Division for Club Twinning and School Twinning Activity Guides.

International Exchanges

Participate in the Lions Youth Exchange Program as a sponsor or host. Send a local youth on a vacation visit to another country, or as a host club receive a youth exchange visitor. Contact your district governor or his youth exchange chairman first as to any district plans, or write to International Headquarters for information and procedures.

A Lions club, district, or multiple district, singly or jointly, may sponsor and organize an International Youth Camp.

Some Lions may be interested in establishing adult exchanges, especially with members of twinned clubs. Arrangements for such exchanges should be worked out between the clubs or districts involved. An activity guide on this program is available from the International Activities Division.

Explore the possibility of stamp exchanges, many of which may benefit the handicapped. Information on such exchanges can be obtained from the Lions Clubs International Stamp Club.

International Assistance Projects

Human needs in the developing countries are enormous; Lions clubs there are faced with challenges far beyond their resources. But time and again, when a local club or a district expressed a priority need which could reasonably be fulfilled by a club or district in a more economically developed nation, Lions-to Lions aid has been the answer.

Books and magazines, used eyeglasses, medicines, instruments and equipment, dental equipment, vaccines, radios for educational programs, school construction and supplies are a few of the contributions made by Lions to demonstrate the kind of humanitarian solidarity that begins within international Lionism. Some districts have formalized their commitment to aid a particular area in an international partnerships agreement. Lions that have specific items they wish to donate should use the Lions Interclub forms available from International Headquarters.

Lions must keep in mind that when international material-financial aid projects are contemplated, there are many problems, varying with each country and often changing, as to governmental regulations, customs duties, shipping facilities and costs, internal distribution, currencies and handling of funds. The popular "self-help aid" requires sound knowledge of actual needs and priorities such as what will work, where and how maintained, and the technical and political factors. Sometimes residents will have limited knowledge themselves of items available in their own nearby countries or of the overall priority needs of their area.

Before embarking upon a project, communicate first with intended recipients as to the above problems. Check with agencies engaged in assistance overseas to see if theirs is one specializing in the kind of project you have in mind. Consider first the possibilities of the Lions LCIF program.

Vocational Assistance

Through this program, scholarships are granted to deserving students by clubs in developed countries through clubs in developing countries. Lion's children shall not be considered for this program. This program is primarily for the benefit of the poorest students in the crafts, but a student following an academic career could also be helped provided he/she deserves the scholarship.

The student is to remain in his own country to continue his studies where expenses would be much lower than in the country from which the scholarship is granted.

The procedure by which a club grants a scholarship to a needy student through a Lions club in a developing country is left entirely to the discretion of the "grantor club."

The "supervisor" club through which the scholarship is granted in the developing country selects the student in accordance with requirements established by the grantor club. It supervises the student and insures that at all times the recipient is a credit to Lionism, to both clubs, and to his community.

The cost of the scholarship should be determined exclusively on the basis of the economic standards of the countries and areas involved. It should be kept to an absolute minimum in order to afford offering assistance to the largest number of needy students.

The following suggested requirements for the students are established by the grantor club:

1. Should be in need of financial support.
2. Should submit reports as requested to the supervisor club and grantor club with occasional statements from professors and/or instructors regarding his comportment, progress and grades.
3. Should submit complete duplicates of all matriculation papers to supervisor and grantor clubs.
4. Should maintain correspondence with grantor club.
5. Should provide, if possible, photographs to grantor club of family and himself.
6. Should send a copy of his degree or diploma (when and if earned) to the grantor and supervisor club.
7. Should agree to appear before Lions clubs to share personal observations and experiences.

In addition to individual club involvement in this program, LCIF also administers grants for vocational assistance.

International Partnerships

These service projects are normally conducted on a district-to-district basis. Working with fellow Lions on international projects allows Lions in one district to obtain a better understanding and appreciation of the cultures and values of Lions from another district. Such cooperative service projects create lasting friendships between Lions, their families and residents of their respective communities.

Information Program

- Cooperate with Program Committee to present speakers on international subjects. Invite overseas visitors, teachers, students or trainees to club meetings (as speakers or as guests) or to members' homes. Also invite local citizens who have traveled or worked in other countries in government or international organizations and invite exchange students and representatives of local groups specializing in international affairs.
- Submit items of interest to club bulletin editor and to the International Activities Division at International Headquarters.
- Support and cooperate with citizens groups having special international interests. Consult with social organizations specializing in information programs on the United Nations or its specialized agencies.

Lions Day with the United Nations

Our International Association has non-governmental organization (NGO) status with the Economic and Social Council, which is one of the main, and non-political, organs of the United Nations. In addition, it is affiliated with United Nations Educational, Scientific and Cultural Organization (UNESCO) and World Health Organization (WHO). In the capacity of observer and consultant, our association can benefit from valuable sources of information on humanitarian programs. Information is available to Lions clubs on

topics such as the environment, population growth, economic development, international control of narcotic drugs. Self-development programs, and special emphasis programs—for instance, to aid children and youth. This information is available through the United Nations system and its specialized and related agencies.

Each year, the president of our association meets with the Secretary-General of the United Nations in New York. On that date, your club is encouraged to sponsor programs such as those conducted in conjunction with the UN branches in New York and Vienna, or a simpler program at which a representative from a regional UN Information Center is invited to speak on humanitarian services.

In addition to the informational sessions held in conjunction with "Lions Day with the United Nations," many clubs also sponsor similar events in conjunction with October 24, the date on which the United Nations was founded.

A list of UN Information Centers and services throughout the world can be obtained by writing to the United Nations Association, 833 United Nations Plaza, New York, New York 10017. A copy of the policy statement, "On International Relations," is available from the International Activities Division, Lions Clubs International Headquarters.

World Peace Day

While it is recognized that striving towards the goal of peace be respected by Lions clubs throughout the world on a regular basis, Lions clubs are asked to observe January 24 each year as World Peace Day in ways consistent with local custom and cultural practices. It is hoped that such observation will help motivate individuals to renew their dedication to peace on a long-term basis.

Summary

Opportunities for establishing programs with Lions in other parts of the world or for working with various international organizations to help the needy are numerous. If your club wants to establish such relationships. It will surely find at least one program that can fit into your activity plan. Further information on any of the projects mentioned may be obtained by contacting:

Program Development Department, the International Activities and Program Development Division
Lions Clubs International
300 22nd Street
Oak Brook, IL 60521-8842 USA

PUBLIC SERVICES

Human needs exist from conception to death. However, just as each individual differs from all others, so do one's needs vary from infancy through old age. To the sensitive observer, the presence within the community of many people having different needs is a reality that cannot be ignored.

Be it resolved, therefore, that Lions clubs and individual members share a common responsibility to improve the quality of life for each individual in accordance with the Lions Code of Ethics: To aid others by giving my sympathy to those in distress, my aid to the weak, and my substance to the needy.--From Policy Statement "On Individual Well-Being."

The Public Services Committee:

- Studies needs of the community and what is being done to meet those needs.
- Proposes one or more service activities to the club board of directors.
- Assumes responsibility, as directed by the board, for performance of the activities adopted.
- Cooperates with other committees whose work might be closely related to its work.

Organizational Meeting

1. Chairman checks first with the president as to goals for the year and budget considerations, and with the vice president under whose responsibility the committee operates as to committee duties. An invitation to both officers is extended for all meetings.
2. Chairman sets date, time and place for meeting; notifies committee members at least one week in advance.
3. The first meeting is very important. Here achievements or any unfinished plans of the previous year's committee are discussed; ideas and goals for the year are revealed, and ways of promoting and ensuring the success of these goals, are discussed.
4. Chairman reads a list of suggested activities from this source and leads discussion of needs, emphasizing the club's role.
5. Goes over those activities in which committee members have shown interest.
6. Type of activity.
 - a. What will be the reaction of the community to this activity?
 - b. What will be the reaction of club members?
 - c. How greatly will the community or the individual benefit?
 - d. How long will it take to complete this activity?
 - e. How much will it cost, and how will it be financed?
7. After thorough discussion, committee narrows choice to two or three activities, long-range or short-range as seems best for club plans.
8. With assistance of committee members, chairman prepares a written report for the board of directors. It should include project recommendations and project cost estimates.

Suggested Activities

Food Production

1. Encourage home food production in rural areas, supply seeds and instructions.
2. Sponsor meetings for farmers and invite speakers from local agriculture agencies to present information on fertilizers, insecticides, irrigation/drainage, improved seeds, and new farming methods.
3. Publish and distribute bulletins concerning new farming techniques, available equipment and agricultural events.
4. Sponsor a mobile library of agricultural and educational materials to visit rural areas.

Food Protection

1. Cooperate with government agencies studying animal and crop disease and insect/pest control.
2. Provide materials or labor to construct storage areas for agricultural products.
3. Sponsor information and action programs to protect agricultural products in storage and in transit.

Food Distribution

1. Provide volunteer labor to help farmers harvest crops.
2. Sponsor a produce newsletter with current crop prices and trends.
3. Assist local farmers to transport crops to market.
4. Cooperate with officials and agencies responsible for distribution of food to the people, especially in times of drought and disaster.

Nutrition

1. Sponsor speakers and forums on the importance of a well- balanced diet.
2. Support a school lunch program that provides school children with a proper diet.
3. Distribute surplus food to the needy and urge the use of varied meals for better health.
4. Provide information on what to buy and how to prepare meals on a limited budget.
5. Contact your local health agencies for information and literature on nutrition and dietary requirements and distribute information in your area.

Traffic Safety

1. Initiate or support driver education programs and defensive driving courses.
2. Generate support for adequate driver licensing, highway safety and vehicle standards.
3. Conduct community programs for driver safety, driver courtesy.
4. Conduct periodic vehicle inspection programs where such voluntary activities are allowed.
5. Initiate or support bicycle safety programs.
6. Promote or equip junior safety patrols.
7. Investigate available emergency medical services, ambulance services, rescue squads and communications.

Home Safety

1. Distribute safety checklist and information on dangers involved in use of electrical equipment, power tools and mowers.
2. Conduct public information campaigns on home poison prevention and safe use of pesticides and other chemicals.
3. Conduct a fire prevention survey in your community. Check for possible fire hazards, including bad wiring, overloaded sockets and combustible trash.
4. Distribute cards or telephone labels, listing numbers to call in case of emergency.
5. Sponsor community crime prevention groups and child identification programs to safeguard children.

Farm Safety

1. Provide safety checklists, hints for safe operation of equipment and fire prevention guidelines.
2. Provide information on basic first aid techniques in case of accidents on the farm.
3. Distribute literature on safe use of pesticides and antidotes. School Safety
4. Promote safety checks to keep schools and school grounds free of hazards, broken glass, potholes, and faulty stairs.
5. Check schools for fire extinguishers and be sure they are inspected and ready for use.
6. Sponsor "safety first" and first aid instruction. Distribute leaflets on safety for parents.

Recreational Safety

1. Sponsor safety instructions and provide a safety checklist for boats or other recreational vehicles.
2. Provide safety equipment and guards for pools and beaches in your community.
3. Sponsor swimming classes, life-saving and first aid techniques and artificial respiration.
4. Ensure that pools, parks, playgrounds or other recreational areas are properly supervised and are free of hazards, and that equipment is sturdy and safe.

5. Urge the use of proper safety equipment for contact sports or other vigorous recreational activities.

RECREATIONAL SERVICES

"The International Association of Lions Clubs, cognizant of its humanitarian role in society and the relationship between nature and culture and human life, asserts that man can come to an authentic and full humanity only through the cultivation of those natural qualities and values that will enhance the integral development of the human person, the good of the community and society in general."— From policy statement "On Cultural Activities."

The Recreational Services Committee:

- Studies needs of the community and what is being done to meet those needs.
- Proposes one or more service activities to the club board of directors.
- Assumes responsibility, as directed by the board, for performance of the activities adopted.
- Cooperates with other committees whose work might be closely related.

Organizational Meeting

1. Chairman checks first with the president about goals for the year and budget considerations and with the vice president, under whose responsibility the committee operates, about duties. An invitation to both officers is extended.
2. Chairman sets date, time and place for meeting and notifies committee members at least one week in advance.
3. The first meeting is very important. Here achievements or any unfinished plans of the previous year's committee are discussed, ideas and goals for the year are revealed, and the ways of promoting and ensuring the success of these goals are discussed.
4. Chairman reads a list of suggested activities from this source and leads discussion of community needs, emphasizing the club's role.
5. Goes over those activities in which committee members have shown interest.
6. Type of activity.
 - a. What will be the reaction of the community to this activity?
 - b. What will be the reaction of club members?
 - c. How greatly will the community or the individual benefit?
 - d. How long will it take to complete this activity?
 - e. How much will it cost, and how will it be financed?
7. Provide assistance in staffing park after thorough discussion, committee narrows choice to two or three activities, long-range or short-range as seem best for club plans.
8. With assistance of committee members, chairman prepares a written report for the board of directors. It should include project recommendations and project cost estimates.

Suggested Activities

Sports

1. Sponsor local athletic teams, leagues, tournaments and competitions.
2. Provide uniforms, equipment and transportation for local schools, teams and youth organizations.
3. Sponsor field trips to athletic events. **Parks and Playgrounds**

4. Contribute equipment to parks, public recreation areas and community centers.
5. Build and operate a swimming pool in your community or in an area where needed. Sponsor a swimming instruction program.
6. Build and operate a skating rink, tennis court or other appropriate facility to meet the recreational needs of your community.
7. Construct a physical fitness trail with exercise stations in a local park or wooded area.
8. And playground programs.

Community Recreation

1. Promote and coordinate picnics, community outings, carnivals, homecoming celebrations, observance of special holidays and parades.
2. Arrange transportation for underprivileged children, the aged or community groups to recreation areas.

The above suggested activities can be adapted for handicapped groups. In such cases, special equipment might be required and additional supervisory personnel should be provided.

SIGHT CONSERVATION AND WORK WITH THE BLIND

Human needs exist from conception to death. However, just as each individual differs from all others, so do one's needs vary from infancy through old age. To the sensitive observer, the presence within the community of many people having different needs is a reality that cannot be ignored.

Be it resolved, therefore, that Lions clubs and individual members share a common responsibility to improve the quality of life for each individual in accordance with the Lions Code of Ethics: To aid others by giving my sympathy to those in distress, my aid to the weak and my substance to the needy.

The Committee on Sight Conservation and Work with the Blind:

- Studies needs of the community and what is being done to meet those needs.
- Proposes one or more service activities to the club board of directors.
- Assumes responsibility, as directed by the board, for performance of the activities adopted.
- Cooperates with other committees whose work might be closely related.

Organizational Meeting

1. Chairman checks first with the president about goals for the year and budget considerations and with the vice president, under whose responsibility the committee operates about committee duties. An invitation to both officers to attend is extended for all meetings.
2. Chairman sets date, time and place for meeting and notifies committee members at club meeting, by mail or telephone at least a week in advance.
3. The first meeting is most important. Here achievements or any unfinished plans of the previous year's committee are discussed, ideas and goals for the year are brought to light, and the ways of promoting and ensuring the success of these goals, through work of the committee itself or of the entire club are discussed.
4. Chairman reads a list of suggested activities from this or any other sources and leads discussion of community needs, emphasizing the club's role.
5. Goes over those activities in which committee members have shown interest
 - a. Type of activity.
 - b. What will be the reaction of the community to this activity?

- c. What will be the reaction of club members?
 - d. How greatly will the community or the individual be benefited?
 - e. How long will it take to complete this activity?
 - f. How much will it cost, and how will it be financed?
6. After thorough discussion, committee narrows choice to two or three activities, long-range or short-range as seem best for club plans.
 7. With assistance of committee members, chairman prepares a written report for the board of directors. It should include project recommendations and project cost estimates.

The suggested activities below are rather comprehensive. However, some of these services are available in many states and countries from tax supported agencies. It is recommended, therefore, that to prevent unnecessary duplications, Lions clubs participating in sight conservation and work with the blind activities thoroughly acquaints themselves with the available services that are rendered to blind people through such agencies.

Examination and Detection

1. Provide eye examinations individually or by public mass screening. This is done for school age children in cooperation with school authorities, and for pre-school children and adults through public health authorities and local prevention of blindness agencies. Always consult first with local eye doctors and professional societies.
2. Establish or help equip an existing eye care clinic at a local hospital.
3. Provide vision testing equipment for schools, clinics, etc.
4. Consider purchase of and support for a mobile eye unit for testing and/or treatment.

Medical Surgical Services

Provide services of qualified professionals in vision care for follow-up eye glasses, eye medication and/or surgery. (Underwrite cost of transportation to treatment center when *necessary*.)

Eye Banks

Support your district Lions eye bank (perhaps in conjunction with a local hospital or university research center) for collecting eye tissue to enable corneal transplants. Or assist your local Eye Bank Association affiliate by financing eye research, securing eye will forms and recruiting donors. If the services of an eye bank are not available in your country, write Lions Clubs International for information.

Eye Research

Contribute to eye research institutions and facilities. Help professionals and students. (This is often through participation in Lions district or multiple district programs.)

Services to the Partially Seeing

1. Furnish, repair and/or replace eyeglass lenses and frames for needy recipients and provide professionally approved optical reading aids for partially seeing children and adults.
2. Assist partially seeing children with placement into special school classes and furnish classroom teaching aids to their instructors.
3. Provide large print editions of books, newspapers and magazines to visually handicapped students (in cooperation with school authorities) and to senior citizen homes and public libraries. (NOTE: Consult first with school and library officials as to magnifiers and television-type reading aids now available that allow severely handicapped people to read and perform various functions.)

Public Information

1. Cooperate with a local prevention-of-blindness agency in conducting public education programs.
2. Promote educational weeks for the blind, "Helen Keller Day," June 1 and educational campaigns on significance of white canes and dog guides to the blind.

Other

1. Assist schools in equipping classrooms with proper lighting.
2. Conduct collections for used eyeglasses for subsequent distribution through qualified Lions sight conservation groups in needy areas. Write to Lions Clubs International for activity guide on used eyeglasses.

Work with the Blind

Education

1. Provide typewriters, tape recorders and magnetic tapes to blind students and professional adults.
2. Provide print-reading devices for the blind and arrange for instruction in their use.
3. Assist blind students in securing the services of sighted readers, including Lions club members, and support voluntary student reading programs.
4. Provide scholarships to blind college students and to sighted students preparing to become instructors of the blind.

Library Services

1. Furnish other Braille books and periodicals for blind persons of all ages.
2. Assist blind in receiving Braille reading instructions either through local board of education special programs for the visually handicapped or through Hadley School for the Blind.

Rehabilitation

1. Provide or arrange for repair or replacement of aids and devices needed by visually handicapped persons such as:
 - a) Braille typewriters, writing and labeling equipment and supplies.
 - b) Braille watches and clocks.
 - c) Homemaking, kitchen and sewing aids.
 - d) Special workshops, tools and instruments, for job or home.
2. Assist blind children and adults in obtaining training at rehabilitation (adjustment to living) centers. If possible, help vocational rehabilitation training. (Both of these services are often available through either governmental or private professional agencies.)

Orientation and Mobility Services

1. Provide white canes for blind persons and arrange for professional mobility training in cane usage.
2. Make dog guides available to blind persons and arrange for professional mobility training.
3. Help obtain adoption of up-to-date city, country, state and country-wide traffic ordinances to protect white cane and dog users when traveling.

Vocational and Employment Services

1. Sponsor sheltered workshops for the blind. Supply materials for workshops and conduct sales and exhibits of items manufactured by the blind.
2. Assist in finding industrial, professional and business employment for the visually handicapped.

Social and Recreational Services

1. Provide eye surgery and assist with medical bills. (Underwrite cost of transportation to treatment center when necessary.)
2. Work with Boy and Girl Scouts who help visually handicapped boys and girls.
3. Assist aged blind persons in nursing homes or those who are homebound by providing reading services and special equipment.
4. Assist eligible blind persons to secure blind allowances and pensions.
5. Initiate and support joint social activities for visually handicapped and sighted persons; furnish transportation where necessary.
6. Provide recreational activities for the blind: camping, swimming, baseball, hiking, volleyball, handicrafts, boating, fishing, nature lore, storytelling around campfire, talent shows, gymnastics, wrestling, bowling (individual or by teams), roller-skating and ice skating, bicycle riding (on tandem bikes), skiing, ham radio, dancing (either individually or by groups), sports car rally (sighted driver with blind person reading Braille instructions), field trips, golfing, picnics.

SOCIAL SERVICES

Human needs exist from conception to death. However, just as each individual differs from all others, so do one's needs vary from infancy through old age. To the sensitive observer, the presence within the community of many people having different needs is a reality that cannot be ignored.

Be it resolved, therefore, that Lions clubs and individual members share a common responsibility to improve the quality of life for each individual in accordance with the Lions Code of Ethics: To aid others by giving my sympathy to those in distress, my aid to the weak and my substance to the needy.--From policy statement "On Individual Well-Being."

The Social Services Committee:

- Studies needs of the community and what is being done to meet those needs.
- Proposes one or more service activities to the club board of directors.
- Assumes responsibility, as directed by the board, for performance of the activities adopted.
- Cooperates with other committees whose work might be closely related.

Organizational Meeting

1. Chairman checks first with the president about goals for the year and budget considerations and with the vice president, under whose responsibility the committee operates, about committee duties. An invitation to both officers is extended for all meetings.
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 - d. How greatly will the community or the individual benefit?
 - e. How long will it take to complete this activity?
 - f. How much will it cost, and how will it be financed?
6. After thorough discussion, committee narrows choice to two or three activities, long-range or short-range as seem best for club plans.
7. With assistance of committee members, chairman prepares a written report for the board of directors. It should include project recommendations and project cost estimates.

Suggested Activities

1. Aid the physically and mentally handicapped.
2. Aid the ageing.
3. Aid the needy.
4. Contact appropriate local, state or national associations or governmental agencies for:
 - a. Information on speakers and films for meetings.
 - b. Information on existing community services and proposals to establish needed services.
 - c. Opportunities for volunteer service programs in hospitals, clinics, centers.
 - d. Information about health careers and programs designed to interest young people in entering health fields.
5. Establish, improve or expand needed facilities and services, and/or support legislation designed to accomplish these goals.
6. Provide equipment and supplies for hospitals, centers and clinics.
7. Provide leadership skills, volunteers and funds to help meet the special needs of individuals and their families.
8. Investigate Boy and Girl Scout opportunities for the disabled.
9. Establish a Lions loan service: canes, walkers, crutches, wheelchairs, special beds or other furniture.
10. Conduct programs, especially during holiday seasons, for those people who are lonely and removed from community activities.

When Meeting A Blind Person, Please Remember-

1. Always be natural with a blind person; speak to him, not to his companion.
2. Use his name so he/she will know you are talking to him.N61
3. Don't push, poke or prod; he/she prefers to take your arm when moving about.
4. Place his hand on the chair; he/she will seat himself. When leaving him, tell him.
5. As your house guest, show him the guest room, its furniture, electrical outlets and light switch, and the bathroom.
6. When at a table, ask if he/she wishes help. If so, describe the location of the place setting and food on the plate according to numerals on a clock face: meat at twelve o'clock, vegetables at six.
7. Don't pity him or talk about "wonderful compensations" of blindness. He/she has quite likely worked

harder to develop his other senses than you have.

8. He/she will discuss blindness with you if you wish, but it is an old story to him. Remember, he/she has other interests, for he/she is a man who just happens to be blind.

Material Available from Lions Clubs International

1. Activity guides on many of the above subjects.
2. Public awareness publications.

Write, specifying your particular interest.

LIONS YOUTH OUTREACH PROGRAM

Origin

In October 1993 the International Board of Directors approved the creation of "Lions Youth Outreach: Changing Tomorrow Today." This comprehensive youth program incorporates the former Drug Awareness Program and expands opportunities to help youth become socially responsible adults by introducing youth to humanitarian service.

Program Focus

The mission of "Lions Youth Outreach: Changing Tomorrow Today" is to help and challenge youth to learn, to achieve, and to serve.

Duties of a Youth Outreach Chairman

- A. Familiarize yourself with Lions Youth Outreach resources available from the International Activities and Program Development Division.
 - a. Learn the nature and scope of the problems of youth in your area, as well as existing activities that will benefit the needs of youth.
 - b. Compile a "community-needs assessment" by talking with resource persons, such as doctors, judges, guidance counselors, treatment center workers, law enforcement officers, clergymen, teachers, school administrators and parents.
- B. Make sure that you are not duplicating projects already in effect.
- C. Set goals for your community and develop an action plan for achieving those goals.

Starting a Youth Outreach Program

- A. Work with your District Youth Outreach Chairman to see if there is a district youth outreach program in effect.
- B. Share information with any Leo and Youth Exchange representatives in your club. In that way, a coordinated and unified program to assist youth can be implemented.
- C. Based upon your action plan, inform Lions, parents and leaders in your community of what your club is doing to help youth.
 - a. Use every opportunity to speak to clubs, schools, churches and other organizations about local youth needs.
 - b. Offer specific suggestions for their getting involved.
 - c. Publicize your action plan. If Lions-Quest is available in your area, explore the feasibility of sponsoring teacher-training workshops and/or purchasing materials for your school district.

- D. Coordinate various activities at the club level or between club and district levels. Involve Lioness and Leo clubs whenever possible.
- E. Evaluate your progress: allow for flexibility in your action plan as needs and perceptions change.

Activities

The following activities are among those your club may wish to consider when implementing the Lions Youth Outreach Program.

- DRUG ABUSE PREVENTION SERVICES (Lions-Quest programs. essay/poster/speech contests and sponsorship of other drug awareness activities)
- COMMUNITY SERVICES: CITIZENSHIP/ PUBLIC/ AND SOCIAL (Scouting, Student Volunteers. safety programs. and projects for children with special needs)
- EDUCATIONAL SERVICES (Lions-Quest programs and Student Volunteer projects: scholarship and vocational training: career counseling and mentoring)
- ENVIRONMENTAL SERVICES (Provide youth with shelter, sufficient water and food supplies; involve youth in projects to reduce air, and noise and water pollution)
- HEALTH SERVICES (youth-directed illness prevention programs, such as distribution of Vitamin A capsules; immunization projects; AIDS education)
- INTERNATIONAL SERVICES (pen pals; school twinning; participation in district international youth camps and youth exchange programs)
- RECREATIONAL SERVICES (athletic competitions, including Special Olympics; projects for children with special needs; provision of athletic equipment)

A variety of Youth Outreach publication on Drug Awareness, Lions-Quest and other youth activities are available from: Program Development Department. Lions Clubs International, 300 22nd Street, Oak Brook, IL 60521 USA

YOUTH EXCHANGE PROGRAM

The Lions Youth Exchange Program is founded on the first object of Lionism: To create and foster a spirit of understanding among the peoples of the world. This program emphasizes the value of learning about life in other countries through short term cultural home stays. Visits last from four to six weeks.

Each youth exchange visitor is sponsored (sent) by a Lions club and hosted (received) by another. Handbooks, applications, patches and more are available from International Headquarters.

Sponsoring a Youth Exchange

1. Obtain the names of young people through schools, friends, Leo or Lions clubs. Applicants must be ages 15-21, in good academic standing and have a sincere interest in the culture and language of the host country.
2. Distribute applications to potential exchanges.
3. Make it clear to applicants that the Lions Youth Exchange Program is not conducted for the purposes of tourism, formal education or career advancement
4. Interview the youth to determine his/her motives and interests. The youth you send abroad represents your Lions club and community. If the applicant is qualified, forward copies of the application to the (multiple) district youth exchange chairman. This individual will work to locate a host family.
5. Once a host family has been located, the youth and host family should begin corresponding.

6. Be certain the youth has a passport and insurance as required by the host Lions. Make travel arrangements. Expenses may be paid by the youth, his/her family, the sponsor Lions or any combination of these.
7. You may provide the youth with a club banner, pin or some memento for the host Lions and host family.
8. When the youth returns, invite him/her to a club meeting to share what he/she learned and experienced.

Hosting a Youth Exchange

1. Obtain names of families through fellow Lions or friends. Ask families who have hosted before. Usually, they have found it so worthwhile they want to host again.
2. Distribute applications to interested families.
3. Qualified host families will be open-minded, enjoy talking to young people, have a good reputation and have adequate space in their home to lodge a visitor.
4. Interview the host family to determine their motives and interests.
5. If the family is qualified, forward copies of the application to the (multiple) district youth exchange chairman. This person will try to locate a youth exchange.
6. Once a youth has been located, the youth and host family should begin corresponding.
7. Once a youth has been located, the youth and host family should begin corresponding.
8. The host family usually provides room and board. The host club may reimburse fees for special events, restaurant meals, etc.
9. The host club may invite the youth exchange to a club meeting to present information about his/her country and exchange pins, banners or patches.
10. The host club is responsible for picking up the visitor at the airport or terminal, overseeing the exchange and ensuring the visitor is introduced to young people if the host family has no children.

Other Points

The Lions Youth Exchange Program is open to children of Lions as well as non-Lions, unless otherwise stated by the host or sponsor Lions.

The Youth Exchange Visitor

Youth exchange visitors should be respectful and willing to adapt to different customs. A visitor must obey the rules of the program. He/she should not make long distance telephone calls unless paying for them. Otherwise, this would incur extraordinary expense for the host family. He/she should not ask for special favors.

The Host Family

The host family should involve the visitor in its daily activities. The host family should not give the visitor preferential treatment. Instead, the host family should treat the visitor like a member of the family. At mealtime, the host family should describe the foods to be consumed, and any special significance they might have.

Duties of the Committee

1. Report regularly to the Lions club's board of directors about the progress of the youth exchange.
2. Give assistance and support to the club and district youth exchange chairman.

For more information write:

Lions Clubs International
Youth Programs Department
300 22nd Street
Oak Brook, Illinois 60521-8842 U.S.A.

LEO CLUB PROGRAM

"More than ever before in our increasingly complex world, youth is in need of considerate guidance, rather than dominating control. and constructive support in the quest for new approaches to society's problems, rather than destructive criticism . . . Lions shall, in short, strive to make the community aware of its obligations to youth, find out what the needs of youth are and help fulfill those needs."

"Lions, in their service to youth, shall conscientiously strive to encourage the following: respect for one's self; respect for the value and rights of every individual: acceptance of responsibility for one's own actions; fostering an attitude for helpful service in the home, school and community; recognition that every type of vocation provides an opportunity for service to one's fellow men: and development of a spirit of international understanding and cooperation . ."—From policy statement "On Youth Activities."

Leo clubs provide leadership, experience and opportunity for young persons in the community. They can provide a bridge to the adult Lions club and help shape sound values for life. Since its approval by the International Board of Directors in 1967, the program has won wide support around the world. Each Leo club is sponsored by a Lions club and has an individual Lion advisor assigned to it.

Activities and Goals

- Individual character formation of young people.
- Service to the community through teamwork and dedication.
- Cooperation with Lions in fundraising programs, community projects and educational activities.

How it is sponsored

1. Lions club decides to sponsor a youth group and appoints a qualified and dedicated Lion as advisor.
2. Advisor submits organization report (Leo-51 Form) to Lions Clubs International office (or to regional supply office in India and Brazil); Leo supplies and certificate of organization are then sent to the sponsoring club.
3. Lions club organizes an installation ceremony, and the Leo club begins to function officially.
4. Lions club provides ongoing support for all Leo club activities.

Duties of the Advisor

1. Liaison: Strengthens in a practical way the bond between Lions and Leos.
2. Educator: Indicates areas of service for Leo club members and gives practical guidelines for projects and related endeavors.
3. Counselor. Fosters the development of character and individual talents in young people.
4. Motivator: Encourages Leos to determine new service needs in their community and to respond to them generously.
5. Humanitarian: Generates a sincere concern for *the needy* by word and personal example.

Duties of the Leo Club Committee

1. Reports regularly to the Lions club's board of directors about the progress and activities of the Leo club.
2. Maintains an active concern for Leo club members and their club. Gives continual assistance to the Leo advisor in his task.

For more information on Leo clubs, including organizational materials, write to: Youth Programs Department, International Association of Lions Clubs, 300 22nd Street, Oak Brook, Illinois 60521-8842, U.S.A.

MEMBERSHIP CHAIRMENSHIP

Introduction

Congratulations! You have accepted one of the most important appointments in your Lions club. How you perform during the months ahead will have a definite effect on the success of your club. Your efforts will strengthen your club and reinforce its position and effectiveness in the community. This manual has been prepared to offer you guidelines for your club to follow toward attaining membership growth and membership development and retention. Some of your responsibilities are:

Membership Growth: the addition of new members.

- Selecting suitable membership programs to achieve attainable goals (approved by the board of directors).
- Maintaining the proper procedures for seeking, approving and inducting new members.
- Placing special emphasis on the official membership growth programs of Lions Clubs International through the Key Award Program and the October Growth Award Program.
- Keeping members active in sponsoring new quality members.
- Reporting monthly to the board of directors on progress of programs and other membership matters.
- Attending the district membership seminar.

Maintain contact with district officers, especially the district membership chairman, regarding membership problems and ideas.

Membership Development and Retention:

Education, involvement and stimulation of new members to become quality Lions; is a vital and continuing process of keeping all members active in the club.

- Giving an impressive picture of the Lions prospects.
- Ensuring that new members are inducted with a dignified ceremony.
- Encouraging new members to attend sessions about Lions conducted by your club and district.
- Keeping club members informed and enthused.
- Keeping all members actively involved.
- Seeing that fellowship among members is maintained at all times.
- Honoring Monarch and Charter Members and keeping them active in the club.
- Reducing resignations by ascertaining reasons for loss of interest and then applying corrective measures.

- Always remember that membership is your major goal and that your Lions club will grow wisely with the proper screening of candidates and the development and retention of members.
- Should you have any comments, questions, or suggestions about membership, please contact your District Membership Chair or contact Lions Clubs International.

OBTAINING NEW MEMBERS

New members are vital to the success of any club's program. It is the club membership committee's responsibility to encourage members to seek out potential Lions. New, quality members increase the ability of the club to provide greater service and they unquestionably constitute the future leadership of the club. Therefore, it is important to emphasize that every Lion can be a sponsor.

A club membership growth program should be planned and promoted by the membership committee. Every club member must support it; membership growth is everybody's business.

Preparing a Prospect List

- Prepare a list of prospects early in the year.
- Give each club member a blank card with instructions to write the names of persons considered to be good prospects.
- Check on new business in the area. These often bring new persons to the community.
- Assign each member to a small area of the community to check for potential members. (Don't forget schools and other institutions.)
- Combine the lists, eliminate duplication, and make one combined prospect list.
- Present this list to the club membership. Explain that names have not as yet been screened. Ask—and assign—each Lion member to fill out an Invitation- Application for Membership (ME- 6) for one or more potential candidates.

Screening Prospects

The reputation of a Lions club is mirrored by the reputation of its members. Selectivity is important because Lions clubs depend upon public support for their activities.

1. Screen each name thoroughly on the basis of
 - a. good moral character and reputation;
 - b. good credit or financial standing, and
 - c. Interest in service. Remember, your club must grow—but wisely. You need active Lions.
2. Follow procedures strictly to ensure that every prospect is treated fairly and equally; that only qualified and committed prospects are brought into your club.
3. Submit list of recommended names to board of directors for final approval. This is now the approved prospect list.
4. Use this list, with additions, throughout the year.

Preparing the Sponsors

- Give each sponsoring Lion an Invitation-Application for Membership (ME-6). (Each club secretary is provided with a supply of applications at the beginning of each fiscal year. Additional copies can be requested from Lions Clubs International headquarters.)
- Present the sponsor with a one- page history of your club's activities.
- Provide each member with several brochures to be used when contacting prospects (e.g., "The

Lions...We Serve" (ME-4), "Lions Are" (LG-3), and, if available, a recent issue of THE LION magazine.)

- Develop a one-page summary of "reasons" for joining your Lions club and distribute it among your Lions.

Some advantages are:

1. an opportunity to share in the growth of the community,
2. the chance to fulfill one's feelings of responsibility to society and to humanity,
3. A deep satisfaction that comes from helping others.
4. the fellowship shared with club members,
5. membership in the world's largest service club organization,
6. an opportunity to become a better person and a better citizen,
7. an opportunity to develop leadership skills,
8. an opportunity to step up the ladder and hold office at club, district and international level,

At a club meeting have two experienced Lions demonstrate how to approach a prospect using the above materials.

Winning New Members

- The sponsor can sell membership, in Lions to the prospect by using available materials.
- The chairman, at least one other member of the committee, and the sponsoring Lion should visit the prospect before issuing an invitation to join the club. (It is beneficial for the prospect's spouse to be present to understand their expected involvement. Gaining the spouse's support will also help ensure future involvement in Lions activities. An alternative is to invite the prospect and spouse for a similar session in conjunction with a club meeting.)
- The prospect should receive a full explanation about joining Lions, including the obligations of time, participation and finance.
- The prospect and spouse may be invited to attend another regular meeting of the club as guests.
- Finally, if the prospect is sold on the Lions, have them sign the Invitation-Application for Membership (ME-6), and collect the prescribed fees and dues.
- Plans should then be made for:
 1. new member's induction
 2. orientation sessions
 3. Assignment to an active committee.

THE SPONSOR'S RESPONSIBILITY

Sponsoring a new member means helping the club maintain its vitality with new outlooks and a new enthusiasm. Sponsorship of a new member also demands additional responsibilities, i.e., making certain that the new member:

- feels welcome;
- is introduced to all club members and officers;
- has an impressive induction ceremony to enhance pride in joining your club;
- receives a New Member Kit and Lions emblem button;
- is given assignments;
- receives orientation on the Lions conducted by the club and district;

- is accompanied to the first few club meetings;
- receives answers on any questions raised regarding club operations, or any other aspect of the association;
- is encouraged to discuss problems and suggest solutions,
- Is given every assistance in developing leadership potential.

Checklist for new Members

1. The prospect is morally, socially and financially responsible and will become a staunch member of the club.
2. The Invitation-Application for Membership (ME-6) is filled in.
3. The completed application is forwarded to the membership committee for proper investigation and approval. (The candidate should not be told that they are being considered for membership until after approval by the board of directors has been received.)
4. When approved, visit the prospect and spouse (if possible) to thoroughly explain the advantages of being a Lion and what is expected, including time, participation and financial obligations.
5. When sold on the Lions, the membership application (ME-6) is further completed and signed by the candidate.
6. Fees and dues are collected.

The New Member's Orientation

Proper 'orientation of new members is absolutely vital to the club's success and future growth. A properly instructed member is one who is most likely to remain in Lions through the years.

Three orientation sessions should be held for new members, covering highlights of the structure and history of the club, the district, multiple district, and, of course, The International Association of Lions Clubs.

The sessions should be conducted by a special orientation team consisting of club officers or other qualified Lions, such as past club presidents, and should last 1-2 hours. This can be the function of the club's Lions information committee.

The meeting sessions should be informal and consist of talks by members of the team, followed by general discussion and questions from the new members. Depending on the size of the group, the sessions may be held at a member's home or your regular meeting site. But even if there is only one new member to orient, don't fail to get the job done.

Seasoned members may attend these sessions to refresh or update their knowledge on the Lions.

Session 1:

Our Lions Club

History of the Club - This information may be provided by charter members or past club officers.

Major Project of the Club and its Funding

Briefing on club's current activities and fund-raising projects. Organization, Duties of Officers, Directors, Committees

A Lions club is governed by a board of directors, normally consisting of a president as chief executive officer, the mediate past president, three vice-presidents, a secretary, treasurer, Lion tamer (custodian of club property), a tail twister (fun master and "pepper-upper") and four or more directors and a membership director. Officers are elected annually for a term coinciding with the association's fiscal year; directors are elected for two- year terms. Meetings of the board are usually held once a month. (Give schedule of when your club board meets.)

Club projects and activities are originated and conducted by club committees under the direction of a committee chairman. The chairman and committee are generally appointed by the president immediately after his election.

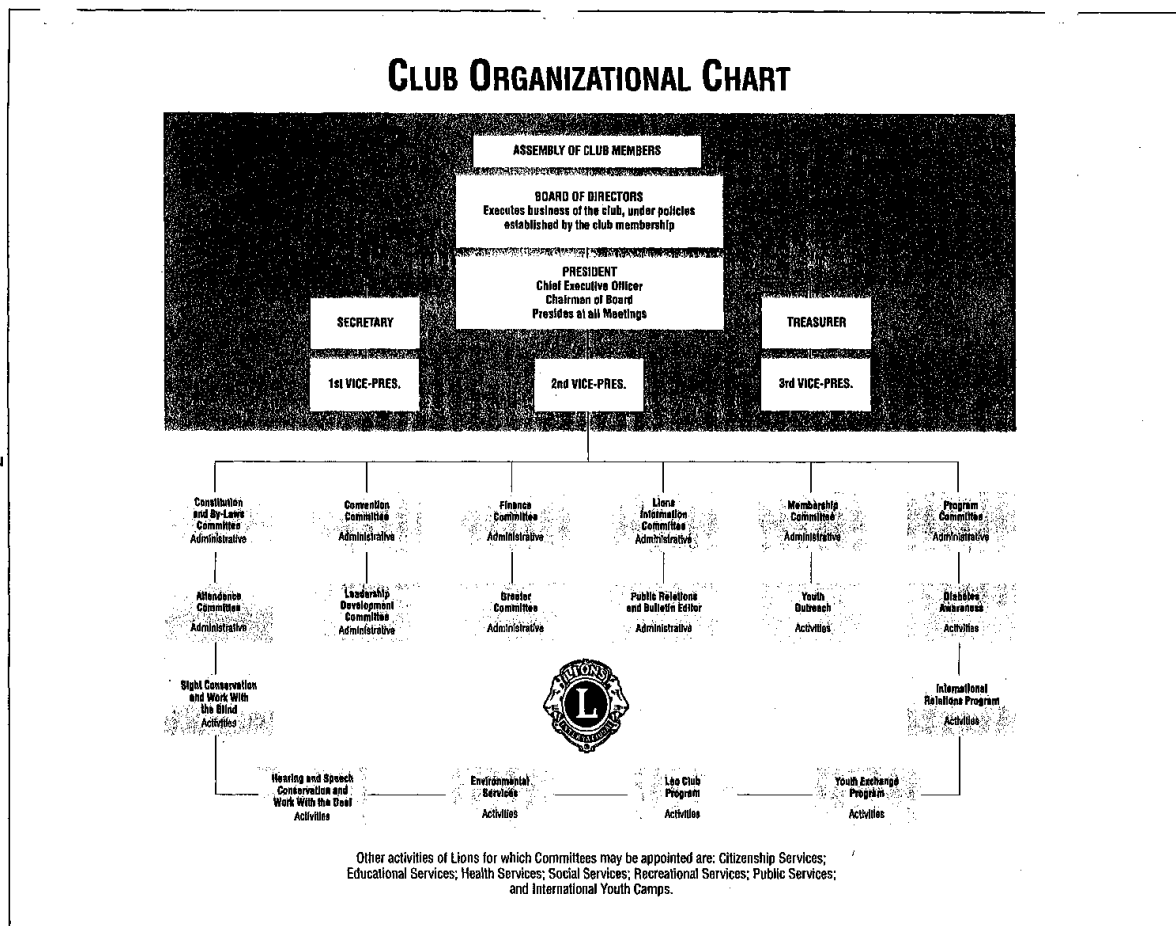
There are two types of committees: administrative and activities.

The administrative committees include: attendance, constitution and by-laws, convention, finance, greeter, leadership development, Lions information, membership, program and public relations- bulletin editor.

The activity committees are set up to meet community needs or problems as well as to provide international services.

The vice-presidents are normally given the supervision of the various committees.

The chairmen of the committees call periodic meetings of their groups, and are frequently asked to attend board meetings to report plans and progress to the officers and directors. They also present reports to the general membership.



The **President** is the chief executive officer of the club and as such,

1. presides at all meetings of the board of directors and the club;
2. issues the call for regular and special meetings of the board of directors and the club;
3. appoints the standing and special committees of the club and cooperates with the chairmen thereof to effect regular functioning and reporting of such committees;
4. sees that regular elections are duly called, noticed and held,
5. Cooperates with and is an active member of the District Governor's Advisory Committee of the zone in which the club is located.

The **Immediate Past President** and the other past presidents officially greet members and their guests at club meetings and represent the club in welcoming all new people in the community served by the club.

Vice-Presidents: If the president is unable to perform the duties of office for any reason, the vice-president next in rank shall occupy the position and perform the duties with the same authority as the president.

Each vice-president, under the direction of the president, oversees the functioning of such committees of the club as designated by the president.

The Secretary is under the supervision and direction of the president and the board of directors and acts as liaison officer between the club and both the district, and the international association. The responsibilities include:

- A. submitting regular monthly and other reports to the international office of the association containing such information as may be called for by the board of directors of the association;
- B. submitting required reports to the district governor's cabinet, including copies of regular membership and activities reports;
- C. cooperating with and being an active member of the district governor's advisory committee of the zone in which the club is located;
- D. having custody of and maintaining general records of the club, including minutes of club and board meetings, attendance, committee appointments, elections, classifications (if any), addresses and telephone numbers of members and members' club accounts;
- E. issuing statements to each member for dues and other financial obligations owed to the club, collecting and turning the same over to the club treasurer and obtaining a receipt therefore,
- F. Being bonded in amounts and with the insurance company as determined by the club's board of directors.
- G. The Treasurer's responsibilities include:
- H. receiving all monies, and depositing the same in a bank or banks recommended by the finance committee and approved by the board of directors;
- I. paying out monies in payment of club obligations only on the authority given by the board of directors, (all checks and vouchers are signed by the treasurer and are countersigned by one other officer determined by the board of directors);
- J. having custody of and maintaining general records of club receipts and disbursements;
- K. preparing and submitting monthly and semi-annual financial reports to the international office of the association and board of directors of the club;
- L. Being bonded in amounts and with the insurance company as determined by the club's board of directors.

The Lion Tamer's responsibilities include:

- Having charge of and being responsible for the property and belongings of the club including flags, banners, gong, gavel, song books and button board.
- Putting each of the above items in its proper place before each meeting and returning same to the

proper storage area.

- acting as sergeant-at-arms at meetings;
- seeing that those present are properly seated;
- Distributing bulletins, favors, and literature as required at club and board meetings.
- Giving special attention to assure that new members sit with a different group at each meeting so that they can become better acquainted.

The **Tail Twister** promotes harmony, good fellowship, life and enthusiasm in the meetings through appropriate stunts and games and the judicious imposition of fines on club members. The tail twister may not be fined except by the unanimous vote of all members present. All monies collected by the tail twister are immediately turned over to the treasurer and a receipt is given. The money collected is used for whatever purpose as agreed upon by the club's board of directors. Fines are an excellent way to defray administrative expenses.

The **Membership Director** is the chairman of the membership committee, whose responsibilities include:

- development of a growth program specifically for the club and presented to the board of directors for approval;
- regular encouragement at club meetings to bring in new quality members;
- ensuring proper recruitment procedures;
- preparation and implementation of orientation sessions;
- reporting to the board of directors on ways to reduce the loss of members;
- coordination with other club committees in fulfilling these responsibilities, and
- Serving as a member of the zone level membership committee.

What Membership Means Membership in a Lions club means that members have the opportunity to meet and work with other individuals in a spirit of fellowship, striving towards a common idea or goal. Through this "concern for others" members have the opportunity to make suggestions, give opinions and, often, take the initiative and show their capacity for leadership.

What is Expected of New Members

New members are expected to give freely of their time and energy whenever possible, attend all club meetings (unless they are ill or out-of-town), be available for committee assignments, be knowledgeable about the objectives and aims of the Lions and support all club officers at all times.

Attendance Requirements

All active members are required to attend meetings regularly.

Attendance Awards

Annual 100% perfect attendance awards may be purchased by the club and given to members who maintained perfect attendance.

Chevrons

Lion members who have maintained continuous membership in Lions for ten or more years will receive the Monarch Chevron.

Members with a lapse of more than six months have not maintained continuous membership. Therefore, they are not eligible to receive a Chevron Award.

Guests at Meetings

Meals for guests at meetings are generally paid for by the Lions who extend the invitation, unless previously agreed upon by the club to absorb the expense, especially in the case of a speaker or a prospective new member. The guest must be introduced by the Lion member at the time of the general introductions.

Elections

A meeting for the nomination of club officers and directors is held in March of each year. The president appoints a nominating committee which submits the names of candidates for the various club offices to the membership at the nominating meeting. At this meeting, nominations for all offices can also be made from the floor. The election is held in April of each year.

All officers of the club are elected annually, taking office on July 1st. They hold office for one year (directors, two years), or until their successors are elected and qualified.

Every club should elect a three- person membership committee, i.e., a chairman, who would automatically become a director on the board, a vice-chairman, and a member. After the first year, only one Lion is elected to replace the member of the committee who would step up to become the vice-chairman, while the current vice-chairman would move up to the position of chairman and membership director. In essence, every Lion would serve for a total of three years, thereby maintaining continuity in the membership efforts of the club.

Dues

Each club has an entrance fee and annual dues. Lions clubs use their entrance fees and dues for administrative purposes and to defray international and district dues.

Activities funds must be separate from administrative funds. The activities funds of a Lions club, consisting of funds raised from the public through club projects may be expended only to satisfy some community or public need. Under no circumstances may such funds be used for any administrative purpose.

Preferably, dues should be collected in advance from the individual member semi-annually. Statements of dues should be mailed on January 1st and July 1st of each year.

The club annually pays to Lions Clubs International "per capita and convention fund tax" for each member.

The club is billed in advance semiannually on January 1st and July 1st.

Club Calendar

This information may be provided by the program committee which is responsible for maintaining a calendar of events, as well as for the preparation of Family Night meetings.

Club Bulletin

A copy of the Lions club bulletin should be presented to the new member informing them that this is the way all Lion members are kept informed on the club's activities.

Special Membership Programs and Awards

Explain club and district membership programs and awards. The official membership programs from Lions Clubs International are:

Key Award Program.

Membership Key awards have been changed. Information will be available at a later date.

Membership October Growth Award Program

Each Lion who sponsors one or more new members during the month of October is entitled to receive a lapel pin. This pin, redesigned each year to reflect the International President's theme, is sent automatically to the club secretary or president for presentation. The October Growth Award program is an excellent way to kick-off a year-long effort to bring in new members.

Session 2:

Lions in the District, Multiple District and Country

History of the Lions in the District, Multiple District and Country

Information about the history of Lions in your district, multiple district and country can be obtained from your single or multiple district. (This would be an excellent time to show slides of district and multiple district activities.

District

Most clubs are part of a district normally composed of at least 35 clubs with more than 1,250 members.

District Governor

The district governor, who is elected at the district convention to serve for one year, is the executive officer for the district. The new governor takes office at the close of the international convention.

Under the general supervision of the International Board of Directors, the district governor represents the association in the district. In addition to being the chief administrative officer in the district, the governor has direct supervision over the vice district governor, the cabinet secretary and cabinet treasurer (or secretary-treasurer), the region chairmen, the zone chairmen and other such cabinet members.

The governor's specific responsibilities are:

- (a) further the purposes and objectives of the association;
- (b) supervise the organization of new Lions clubs;
- (c) Preside, when present, over cabinet, convention and other district meetings. If during any period the governor is unable to perform the duties of office, the presiding officer at any such meetings will be the Lion designated by the respective district constitution and by-laws;
- (d) Perform such other functions and acts as required by the International Board of Directors through the district governor's manual and other directives

Vice District Governor(s)

The vice district governor shall assist the district governor, subject to the supervision and direction of the governor.

The vice district governor's specific responsibilities are to:

- (a) familiarize themselves with the duties of the district governor to be able to discharge the duties of this office if called upon by the district governor to do so;
- (b) assist in administrative duties as assigned by the district governor;
- (c) work closely with the district governor on special projects as requested,
- (d) Perform such assignments as given from time to time by the district governor.

Cabinet Secretary and Cabinet Treasurer (or Secretary- Treasurer)

Each one acts under the supervision of the district governor. The specific responsibilities of each are:

- (a) further the purposes and objects of this association;
- (b) Perform such other functions and acts as may be required of each by the International Board of Directors through the Cabinet Secretary-Treasurer's Manual and other directives.

District, Region and Zone Organization

Normally, a district or sub-district is divided into regions (composed of no more than 16 and no less than 10 clubs), each headed by a region chairman. In turn, each region is broken down into zones (with no more than 8 clubs and no less than 4), presided over by a zone chairman. Region and zone chairmen work under the leadership of the district governor.

Region Chairman

The region chairman, subject to the supervision and direction of the district governor, is the chief administrative officer in the region.

The specific responsibilities of this office are to:

- (a) further the purposes and objects of the association;
- (b) supervise the activities of the zone chairmen in the region and such district committee chairmen as may be assigned to them by the governor;
- (c) play an active role in organizing new clubs and in strengthening weak clubs,
- (d) Perform such other functions and acts as may be required by the International Board of Directors through the Region Chairman's Manual and other directives.

The region chairmen are members of the district governor's cabinet. They are usually appointed by the governor; in some districts they are elected.

Zone Chairman

The zone chairman, subject to the supervision and direction of the district governor and/or region chairman, is the chief administrative officer in the zone.

The responsibilities of this office are:

- (a) further the purposes and objects of the association;
- (b) serve as chairman of the district governor's advisory committee in the zone and, as such, to call regular meetings;
- (c) play an active role in organizing *new* clubs, and keeping informed on the activities and well-being of all clubs in the zone,
- (d) Perform such other functions and acts as may be required by the International Board of Directors through the Zone Chairman's Manual and other directives.

The zone chairmen are members of the district governor's cabinet. Usually they are appointed by the governor; in some districts they are elected.

District Chairmen

Sixteen district chairmen are officially recognized by Lions Clubs International: Membership, Extension, Sight First, Public Relations-Lions Information, Diabetes Awareness, Lions Journey for Sight, International Understanding and Cooperation, Youth Exchange, Leo, Lions Clubs International Foundation (LCIF), Youth Outreach, Leadership Development, Hearing and Speech Action, Environmental, Convention and Honorary.

The district committee chairmen assist the district governor, region chairmen and zone chairmen in working with their clubs.

District Conferences

The district conference is held for the purpose of conducting training seminars for club officers. These conferences are attended by club officers and committee chairmen, as well as by district cabinet members.

District Conventions

The annual district convention, sometimes held as part of a multiple district convention, is the chief, deliberative body of the district. District conventions are held to:

- conduct general district business;
- take action on district matters in accordance with the Constitution and By-Laws of Lions Clubs International and the district;
- adopt resolutions;
- elect the district governor and other district-elected officers;
- vote on convention sites;
- conduct seminars;
- provide events important to the district,
- Develop friendship among the Lions of the district.

District Contest and Awards

District contests; conducted over a period of several months, are very effective in stimulating interest among the clubs.

These contests are based on a point system for various categories according to district needs. They normally are: prompt submittal of reports, membership increases, attendance, etc.

Appropriate prizes are regularly awarded.

Multiple Districts

When a district is too large, it is sub-divided, along geographical lines, to form two or more districts. Each has its own letter or number. Where there is more than one district in a defined area such districts form a "multiple district."

Each multiple district has its own constitution, based on a standard form provided by Lions Clubs International. These constitutions may be amended by a vote of the delegates to the multiple district convention, provided that such amendments do not run counter to the provisions of the international constitution or policies of the international board.

Subject to the association provisions, each multiple district supervises the administration of its own affairs, and may choose officers, hold meetings, administer funds, authorize expenditures and exercise other administrative powers as provided in its respective multiple district constitution and by-laws.

Council of Governors

According to the International Constitution, the governors of districts constitute a council of governors for each multiple district. The district council may include one or more immediate past district governors, provided that the total number of immediate past district governors does not exceed one-half the number of district governors. Each member has one vote on each question requiring action of the council. A district council may also include past and present international presidents, vice-presidents and past and present directors of the association as advisory, but non-voting members.

Session 3:

~~The International Association of Lions Clubs~~

Who Are The Lions?

The Lions are men and women dedicated to serving those in need, whether in their own community or half-way around the world. They are members of clubs organized in an international organization. In addition to humanitarian service, they enjoy fellowship and develop leadership qualities. Long the largest service club organization, Lions were also the first to admit women worldwide.

The Name Lions

The official name of "Lions" is: "The International Association of Lions Clubs" or...simply "Lions Clubs International." Aims and Accomplishments of the Lions. The primary aim of the Lions is service: first to the club's own community, second, to those in need wherever they may be.

Each year Lions clubs perform services and provide goods to thousands of persons throughout the world. We can proudly say that Lions clubs perform far more activities and help more people than any other service organization in the world today. (Give several examples from your knowledge. Refer to THE LION Magazine for examples from other parts of the world.)

History of Lions Clubs international

Lions Clubs International began in June; 1917, when a young Chicago insurance agent, Melvin Jones, presented to a group of separate business clubs the idea of consolidating the individual clubs into one strong influential club with the goal of helping the community and serving humanity.

The first annual convention was held in Dallas, Texas, at the Adolphus Hotel, October 8-10, 1917. Twenty-three clubs participated. There are now more than 45,000.

Colors and Motto of Lions

The colors of purple and gold were selected as the official colors of the association in 1917. To Lions, purple represents loyalty to country, friends, to one's self and to the integrity of mind and heart. It is the color of strength, courage and dedication to a cause. Gold symbolizes sincerity of purpose, liberality in judgment, purity in life and generosity in mind, heart and purse towards mankind.

The Lions motto is "We Serve."

International Organization: The officers of The International Association of Lions Clubs include: the president, immediate past president, first vice-president, second vice-president, third vice-president and 31 directors representing various areas of the world.

International Headquarters

The International Headquarters, with a staff of more than 300 full- time employees, is located in Oak Brook, Illinois, U.S.A. Offices are also maintained in several countries in the world.

Records of Lions activities are kept in the Oak Brook office. This office is also responsible for the printing and distribution of materials to individual districts and clubs.

International Convention

The annual international convention, held in late June or early July, constitutes the annual meeting of the members of the association.

Some of the activities held during the convention include:

- voting on constitutional subjects;
- election of new members to the board of directors;
- election of the third vice- president;
- seminars of interest to all Lions;
- district governors-elect seminars;
- general sessions,
- International parade.

Official Directory of Lions Clubs The Directory of Lions Clubs contains a listing of all active clubs worldwide. The listing includes the name, address and phone number of the club president and the meeting time and place for each club. It also provides information on the executive officers, including the International Board of Directors, as well as the names and addresses of all district governors, cabinet secretary-treasurers, council chairmen and extension representatives. (Show sample, if available. Clubs may purchase a copy for a fee, plus postage.)

Service and Information from the International Association of Lions Clubs

The international headquarters provides a variety of brochures and manuals that will tie of help to Lions at both the club **and district levels**.

Merchandise items are also available through the club supplies and distribution division. These items can be seen in the Lions supply catalog, a copy of which every new club secretary receives every year from the international headquarters.

International Membership Statistics

There are Lions clubs in over 200 countries and geographical locations throughout the world, with a membership of some 1,300,000 in more than 45,000 clubs.

THE LION Magazine

The official magazine of Lions Clubs International is THE LION, which was established, as the official magazine of the association in November Of 1918 and has been published continuously ever since. It is received regularly by every member of the association. The annual subscription price is included in the International dues.

THE LION is published in English and in other official language editions: Spanish, Swedish, French, Flemish-French, Italian, Finnish, German, Japanese, Portuguese, Dutch, Korean, Danish, Chinese, Norwegian, Icelandic, Turkish, Greek, Hindi and Thai.

All of the Lions magazines have four major functions:

1. to publish official notices for the information of the membership;
2. to serve as trading posts of ideas and project methods that have proven successful;
3. to supply information about all countries and areas of the association, enabling all Lions to better understand and serve International's programs, world understanding, world brotherhood and world peace;
4. To present the story of Lions Clubs International in the best possible manner so that not only Lions, but the casual reader will receive a favorable impression of our association.

MAJOR PROGRAMS AT LIONS CLUBS INTERNATIONAL:

Lions Clubs International Foundation (LCIF):

Lions Clubs International Foundation (LCIF) is the charitable arm of Lions Clubs International. Funds donated to LCIF are channeled to well-planned, well-controlled projects which are essentially Lionistic in character. LCIF funds SightFirst, Lions global initiative to eliminate preventable and reversible blindness.



Leo Club Program:

Leo clubs are an official activity of Lions Clubs International that encourages young men and women to serve others in their community and around the world. Leo clubs are sponsored by local Lions clubs and may be either school-affiliated or community based.

Leo club activities include regular meetings, service projects and social functions. The Leo motto — Leadership, Experience, Opportunity—is fulfilled as members work together in response to the needs of others.



Youth Outreach Program

The Lions Youth Outreach Program focuses on clubs helping and challenging young people to learn, to achieve and to serve. The program expands opportunities for Lions clubs to work together with young people to help them become socially responsible adults. A committee is formed to determine issues affecting youth within the community and how Lions can work together with youth groups to address those concerns.



The committee guides the club to support programs providing service to youth. Recommended programs are those that place special emphasis on drug abuse prevention, community, educational, environmental, health, international, and recreational services.

Information on activities that clubs can conduct in the above categories is available through the Program Development Department at international headquarters.

SightFirst ~ SightFirst, Lions Clubs -

International's service program is the most ambitious blindness prevention initiative ever implemented. The mission of SightFirst is to mobilize Lions resources, at all levels, in responding to worldwide needs for the prevention and cure of blindness. Grants are awarded through the Lions Clubs International Foundation for projects that target major causes of blindness at national or large regional levels. SightFirst projects serve the poorest of the poor, those who would otherwise have no access to eye care. Through Campaign SightFirst, Lions raised over US\$146 million to be used exclusively for SightFirst funded projects.



Developing and retaining Members

Development and Retention Ideas You Can Use

1. **New Member Round Table Discussion:** Club has a round table discussion with the sponsor and prospective member. The group consists of five or six members, including the president, secretary, directors and regular Lions. The discussion centers on what is expected of the prospective member, the cost of being a Lion, club goals, as well as planned events. The round table discussion takes place immediately following the regular meeting attended by the prospective member. This method of introduction into the Lions thoroughly involves new members.
2. **Involvement Ideas:**
 - a) After the induction ceremony, assign the new members to active committees or give them tasks of their own choosing. They should be tasks through which meaningful contributions to their club and the association *can* be made. New members should be teamed with their sponsors or veteran members, but should not be overwhelmed with duties.
 - b) Create a **Rookie Committee** consisting of all new members. They are asked to develop new projects for their group as well as participate in other club activities.
 - c) Involve all members (new and old) with responsible and accountable tasks. The three vice-presidents should be constantly involved in overseeing committee activities to ensure adequate performance with necessary changes to accomplish their goals.
 - d) Assign senior members tasks commensurate with their years and capabilities. Care should be exercised not to demand more of them than they can give.
 - e) Rotate committee members every year for different projects with specific job responsibilities. This encourages members who become more active because of their involvement.
 - f) Involve the Lions families. This gives the membership an extra boost and encourages members to remain active. There should be activities for members and their families that are not club projects but a time to relax, such as a picnic, Christmas party, Valentine's Day dinner, etc. Further, plan projects where the Lions family members work side by side with the club members.
3. **Social Gathering with Club Officers:** The new member meets with the club president and other officers in an informal way, outside of the club environment, thereby, having a chance to get acquainted and ask questions regarding club operations.
4. **New Members acting-as Greeters:** New Lions stand at the entry for the next six weeks to greet the members, thereby getting to know them better.
5. **Integration:** Make a very special effort to integrate new members into social aspects of the club. Members should try to socialize with new Lions during and outside of meetings. In this way, members feel a strong attachment to the group. Also, share personal experiences with your fellow Lions: a birthday, an anniversary, a son's or daughter's marriage should be known by the whole group. Members should be at a fellow Lion's side on happy occasions, as well as on those of sadness.
6. **Recognition:**
 - a. Club secretary should order all the awards that Lion members are entitled to, such as 100% Annual Perfect Attendance Pins, Chevrons, and any other awards from Lions Clubs International, as well as those offered by the district.
 - b. Since awards represent recognition the members earned, they should be presented at a regular meeting in front of the whole membership.
 - c. During a family night, or on occasion of the installation of *new* officers where the installing officer, usually the district governor, will do the honors.
7. **Communications:**
 - a. Send a regular newsletter or bulletin to every Lion's home and, if requested, another copy to the

- member's place of employment. Members need to be informed and reminded of what is happening with their club.
- b. Club treasurer reports at each regular meeting.
 - c. Club secretary reads the minutes of regular and board meetings.
 - d. The committee chairmen report on the progress of tasks assigned to them.
8. Tail Twisting: The tail twister provides the fun at regular club meetings, thereby loosening up the members and promoting fellowship.
 9. Lions Information: Include Lions information at every club meeting, where a Lion gives a two-minute talk on some aspect of the Lions, both local and international. It is a great way to inform new members and keep older members up-to-date on what's happening in the association.
 10. Attendance Ideas:
 - a. Club board of directors reviews attendance regularly.
 - b. When a member is absent from four consecutive regular meetings without acceptable cause, the sponsor or the attendance committee is notified and asked to call on that member and find out the reason for non-attendance. If there is a complaint or grievance, immediate action is taken to correct the situation. A report on the results of the call is submitted to the board, and in most cases the member can be retained.
 - c. Phone Squads call members encouraging them to attend the meeting that day; Inactive members attend meetings as a direct result of the phone squads' method and afterwards seem to regain enthusiasm about club projects.
 11. Stuffed Lion reactivates members. At each meeting an inactive member is selected and a stuffed lion is dropped off at the member's home or business place. It becomes the member's responsibility to return the lion in person at a regular meeting, where the returning member is properly greeted and recognized. The stuffed lion is then sent along on its next assignment. The whereabouts of the stuffed lion should be regularly publicized in the club bulletin.
 12. Buddy List (with phone numbers) is prepared at the beginning of the fiscal year by the club secretary and distributed to all members, so that every member is responsible for another to ensure 100% membership attendance.
 13. Desk Calendar for each member reminds members and their spouses about the club's scheduled meetings.
 14. Roll Call is taken at every meeting by the secretary or the chairman of the attendance committee. The Lions present are then asked to call those absent, saying that they were missed while encouraging them to attend the next meeting, and to inform them of any upcoming committee or board meeting so that they could arrange a make-up.
 15. Fete System begins by dividing the entire club into various groups. Each group has a leader who ensures that at every meeting the whole "group" attends. One point is given for each member in attendance at each meeting. At the end of the year the group with the most points is announced and the leader of that group gets a certificate issued by the club president. The losing groups have to fete the entire club.
 16. Club Meetings:
 - a. Some basic ingredients for successful meetings are good programs of interest to the majority of club members, good meals, and fun.
 - b. Prepare and follow a proper agenda.
 - c. Plan meetings to be interesting, entertaining and informative. Start on time and end on time.
 - d. Create a congenial atmosphere.
 - e. In a meeting, seating arrangements become important. Some members, especially new members, may not be outgoing. By changing the seating arrangements from time to time, members will get better acquainted and feel more at ease. Furthermore, changing the seating arrangements eliminates cliques.
 - f. Board Meetings: Encourage all members to attend even though only board members have voting privileges. It is particularly valuable for new members to attend and learn the business

operations of the club.

17. Leadership:

- a. Proper leadership is essential for the club's success and contributes to every member's development. Each club should ensure that a definite chain of command exists and that problems arising at a lower level are handled at that level. This increase the leadership abilities of the members involved and will, in turn, develop them into better leaders.
- b. Club president should encourage respect among members, maintain a harmonious atmosphere, allow fresh ideas to be tried, and let members present their ideas even if contrary to tradition.

18. Problem Solving:

- a. If a problem arises, the club president meets with the parties involved to discuss it and reach an amicable solution. It is important not to let problems brew.

19. Club officers hold informal coffee or dinner sessions where any member, committee, or group can come and discuss problems, make suggestions or get advice.

20. Keeping Activities Fresh: Encourage members to attend other clubs' meetings, thereby creating bonds of friendship and cooperation among neighboring clubs, while exchanging ideas on fund raising projects and service activities.

21. Programs:

- a. To ensure interesting programs for the whole fiscal year, the program committee divides the membership into groups of two. Each pair is assigned the responsibility for one program during the year.

22. The program chairman keeps a good program or two available that can be substituted on short notice; also advises in advance of the program for the following meeting.

23. District Functions: All members, especially new members, are encouraged to attend regional and zone meetings, as well as district, multiple district and international conventions. The convention fund consisting of the tail twister's fines and raffle proceeds are used to cover the room expense for the members.

24. Club Dues: For members with financial difficulties, a dues installment payment plan is developed allowing them to continue in the club.

25. Public Relations: Inform news media about special events whenever possible to let the public know about club activities and community benefits. This way, public support for fund-raising projects can be ensured.

26. Transfer Memberships: Club secretary acts promptly in initiating transfers and transfer applications where appropriate.

27. Younger Members: A nucleus of officers and members under the age of 40 makes the club attractive to younger members. Younger members are encouraged to propose prospects and friends their own age.

28. Installation of Club Officers Dinner: A past district governor or district cabinet member is invited to install the new officers. This gala event is always well planned and attended by members and their spouses. It's an ideal opportunity to present the deserving Lions with their yearly awards.

29. There are three sure signs that a Lion member is thinking about resigning:

- a. Failure to attend meetings.
- b. Failure to pay dues.
- c. Failure to participate in club's service or fund-raising programs or social activities.

30. The membership chairman is responsible to frequently contact the club secretary and attendance committee chairman to learn when these "trouble signs" are present.

31. Contact the delinquent member's sponsor or close associate to determine the problem.

32. Discuss possible actions to correct the problem.

33. Make every effort to keep the member.

- a. The board of directors should only decide to drop a member after all attempts to develop and retain the member have been exhausted

A Checklist for Membership Development and Retention

1. Choose potential members who have the qualities found in dedicated Lions.
2. Inform prospects of challenges, responsibilities and rewards awaiting them in the service of others through the Lions.
3. Initiate the new member in an appropriate ceremony.
4. Make the new member feel important through immediate involvement in club activities.
5. Urge the sponsor to encourage the new member to maintain a sense of responsibility.
6. Make certain deserving Lions receives awards with proper ceremony and recognition.
7. Keep all members involved in club activities.
8. Enforce attendance requirements.
9. Maintain harmony and fellowship among members.
10. Have good programs at club meetings.
11. Be aware of and investigate signs of trouble that may indicate a member's dissatisfaction.
12. Do not try to hold a member who wishes to leave for a valid reason, making sure the loss isn't through a fault of the club.

If each of these points has been completely integrated, the membership chairman has given a new strength and vitality to the club.

Improving Your Club's Operation

There is always room for improving a club's operating structure. The only sure way to attain this objective is through the total cooperation of the entire membership of the club.

The first step is to have the members give an honest and sincere evaluation of club meetings, membership programs, club activities, etc. Such an evaluation can be made using the ME-15 club evaluation "How Does Your Club Rate?" A copy of the questionnaire is available at the Lions International Web Site.

Elected club president every year. (Additional copies can be obtained from Lions Clubs International headquarters.)

The second step is to evaluate the members' constructive criticism and/or suggestions.

The third step will be to have the board of directors come up with a plan of action to implement the necessary changes to improve the club's operation.

WORTH REPEATING

Putting Six Steps to Work

Every good Lions club has six basic characteristics. The more firmly these qualities are embedded into the club's operating structure, the more success and growth the club enjoys, thereby becoming - stronger. The membership committee chairman has the responsibility to thoroughly know these six steps. By understanding how they work and imparting this knowledge to both new and old members, all Lions will get the inspiration they need to remain active and involved in the club programs.

The six steps are:

1. Creating a major service activity that involves every member of the club.

2. Holding a major fund-raising project in which the community can participate and to which it can contribute.
3. Having a strong public relations program that provides a continuous, unending line of communication between all members of the club and between the club and the community.
4. Holding well-organized club meetings that is stimulating, informative, and enjoyable.
5. Maintaining a team spirit—a condition that exists when members know they are an important part of an organization that is truly dedicated to humanitarian service.
6. Devising strong membership growth and development programs which provide immediate orientation and involvement of new members in club projects and a continuing involvement of current members in club activities.

These six qualities—as they exist in your club—can become your most effective "selling tools." If they are at work in your club, your membership development program has a solid foundation for success.

Stimulating Enthusiasm

1. Remember the services a club performs are worthwhile; every Lion should be proud of these accomplishments:
 - a. keep the club informed on current projects and community needs;
 - b. participate in major service commitments of the international association;
 - c. award keys and chevrons with proper ceremony,
 - d. Use the club bulletin to play up the three B's of your members: birthdays, babies and business.
2. Make use of all publicity available to you:
 - a. local papers, articles on special events and speakers,
 - b. radio and television whenever possible,
 - c. highway signs—keep them in good repair,
 - d. identify projects as activities of a Lions club,
 - e. slogans help to get ideas across to members and community,
 - f. Members should wear their Lions pin.
3. Consider the meetings themselves. Are they interesting, well-planned and fun?
 - a. Is the meeting place attractive and centrally located?
 - b. Good and reasonably priced food?
 - c. Programs of interest to everyone?
 - d. Meetings begin and end on • time?
 - e. Constant encouragement to attend?
4. Choose service projects which will be of interest to all members.
 - a. Select strong committee chairmen and distribute committee materials to them.
 - b. The Program Development Department of Lions Clubs international has an outline of suggestions for each committee, which is available upon request.
 - c. Be sure that each member has a part in the activities, either in fund-raising or the service work.
 - d. Have the committees, in turn, give the programs at meetings, either showing the need for an activity or the progress made.
5. Is there a community near you that needs a Lions club? Why not have your club organize one there?
 - a. Contact your district governor for approval.
 - b. The governor will give you the details on how to go about it.
 - c. No project could be more worthwhile, and it will do a lot to enthuse your own club as well.
6. Use the club evaluation questionnaire (ME-15).
 - a. Get input from the total membership on possible improvements in the operations of the club.

- b. Additional copies of the questionnaire can be requested from Lions Clubs International.

Correcting Trouble Spots

1. Meetings—are they as effective as they should be? Do they offer:
 - a. An attractive, centrally located meeting place?
 - b. Good and reasonably priced food?
 - c. Interesting programs?
 - d. Constant encouragement to attend?
 - e. Effective club bulletins to announce special events, etc.?
2. Membership—how effective is the membership growth? Perhaps some revisions in methods would be of help:
 - a. Have all members keep their eyes open for quality prospects.
 - b. See that each Lion is equipped to answer questions about membership. A poorly informed Lion can do as much harm as good.
 - c. Add new members to make up for those who are deceased and those who move away.
 - d. Set a membership growth goal, and make it a point of pride to achieve the club's objectives.
 - e. Emphasize the district governor's membership goals.
 - f. Exchange visits and ideas with other clubs.
3. Service—does your community know of your accomplishments?
 - a. Recognition is a basic factor in keeping your members eager to serve.
 - b. Make use of all media opportunities available.
 - c. Keep up with community needs.
 - d. Participate in international service projects.
4. Leadership—strong leaders are the backbone of your club.
 - a. Don't be completely dependent on a few strong members.
 - b. Divide responsibility.
 - c. Prepare younger members for the tasks of the future.
 - d. **Consider the future and review your plans.**
5. Younger members—bring in new ideas, a fresh outlook, and a true cross-section of the community.
 - a. Increases amount of service work possible.
 - b. Eases the workload of already active members.

Divide members into pairs to visit each prospective member.

- 1) See that each pair has pamphlets to leave if prospect is interested, and that they discuss growth and service.
- 2) They should explain the purposes of the club and what it has accomplished.
- 3) The prospective member should be invited to the next club meeting as a guest of the club or the sponsor.

Plan an impressive induction ceremony.

- 1) Use knowledgeable Lions to conduct the ceremony.
- 2) Invite district officers to attend and assist in the ceremony.
- 3) Present each new member with a New Member Kit, Lions lapel pin, Certificate of Membership and a name badge.

Plan to develop the new members into ACTIVE Lions.

- 1) Appoint them to active committees.
- 2) See that member attends meetings and club affairs and takes an interest in Lions.
- 3) Check new members periodically. Be interested in them and work with them on any problems they may have.

Membership committee should make periodic reports at club meetings on the progress of membership Development.

Membership

Section O

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A quick-reference guide to membership options for new Lions.

Every club needs members in order to achieve its service goals. To help clubs recruit new members, LCI offers several membership options to community members who want to volunteer and serve their communities as Lions.

MEMBERSHIP TYPES

In addition to regular membership, LCI offers special membership programs for families, college students, former Leos and young adults.

Regular Member This is our “standard” membership. Regular membership is for community members interested in volunteering, serving the community and making our world a better place. Regular members pay an entrance fee (US\$25) or charter fee (US\$30) and full international dues (US\$43). Additional district, multiple-district and club dues apply.

Family Member The Family Membership Program provides families with the opportunity to receive a special dues discount when they join a Lions club together. The first family member (head of household) pays full international dues (US\$43), and up to four additional family members pay only half the international dues (US\$21.50). All family members pay the one-time entrance fee (US\$25) or charter fee (US\$30). The Family Membership Program is open to family members who are (1) eligible for Lions membership, (2) currently in or joining the same club, and (3) living in the same household and related by birth, marriage or other legal relationship. To receive the family membership dues rate, complete the Family Unit Certification Form and submit it with the MMR, or complete the certification on MyLCI. When chartering a club, complete the certification on the Report of Charter Members.

Student Member Student membership allows students to make new friends and help others in their community at the same time. Students enrolled in an educational institution who are between the age of legal majority and through age 30 pay no entrance or charter fee and half international dues (US\$21.50). Students over age 30 who are joining a Campus Lions club pay a US\$10 entrance fee and full international dues. To receive the student-member dues rate, complete the Student Member Certification Form and submit with the MMR, or complete the certification on MyLCI. When chartering a club, complete the certification on the Report of Charter Members.

Leo Lion Member Leo Lion membership allows current or former Leos between the age of legal majority and through age 30, who have been a Leo for at least a year and a day, to continue doing volunteer work with LCI as a Lion. Leo Lions pay no entrance fee or charter fee and pay half international dues (US\$21.50). To receive the Leo Lion dues rate, complete the Leo to Lion Certification and Years of Service Form and submit with the MMR or club charter application, or complete the certification on MyLCI. To encourage Leo Lions to invite their friends, young adults between the age of legal majority and through age 30 who join a Leo Lions club receive the same fee waivers and dues discounts as Leo to Lion members.

Former Leo Member Former Leos over the age of 30 who have been a Leo for at least a year and a day pay no entrance fee or charter fee when joining a Lions club. To receive the fee waiver, complete the Leo to Lion Certification and Years of Service Form and submit with the MMR or club charter application, or complete the certification on MyLCI.

MEMBERSHIP CATEGORIES

For prospective members who may not be able to meet the obligations of active membership, LCI offers several membership categories to fit their needs.

Active Member ~ Active membership is the “typical” category of Lions membership. Active members receive all benefits, and must meet all requirements, of Lions membership.

Affiliate Member ~ An affiliate member is someone who is not able to participate as an active member of the club but desires to support the club and its community service initiatives.

Associate Member ~ An associate member has active membership in one Lions club and associate membership in a second club in their community of residence or employment.

Honorary Member ~ An honorary member is not a member of the Lions club but may be granted honorary membership by a Lions club for having performed outstanding service.

Life Member ~ A life member is a Lion who has maintained active membership for at least 20 years, or at least 15 years if the member has reached age 70. Life membership may also be granted to a Lion who is critically ill.

Member-at-Large ~ A member-at-large is a member of a club who is unable to regularly attend club meetings but desires to retain membership in the club.

Privileged Member ~ A privileged member is a Lion who has been a member 15 or more years but must relinquish active status because of illness, infirmity, advanced age or other reason.

Active	Dues			Dist. or Int'l Office	Voting Privileges	Dist. or Int'l Conv. Delegate
	Club	Dist.	Int'l			
Active	Yes	Yes	Yes	Yes	Yes	Yes
Affiliate	Yes	Yes	Yes	No	Club matters only	No
Associate*	Yes	No	No	No	Club matters only	No
Honorary	No	Club pays	Club pays	No	No	No
Life	Yes	Yes	One-time US\$650	Yes	Yes	Yes
Member-at-Large	Yes	Yes	Yes	No	Club matters only	No
Privileged	Yes	Yes	Yes	No	Yes	Yes

*Detailed information regarding the obligations, rights and privileges of all membership categories can be found in the *Standard Club Constitution and By-Laws*.

Just Ask!

INTRODUCTION

This section (Just Ask!) *is designed to guide your club through the process of recruiting new members and effectively managing club growth.* The strength of your membership and the health of your club will determine your ability to do what all Lions love to do - serve. So keep in mind that more members mean more service. Although the concept is simple – just ask community members to join – this guide will help you prepare an effective outreach plan so you are successful when you're ready to ask.

Just Ask! will lead your club through a four-step process for recruiting new members:

1. Preparing your club
2. Creating your club's growth plan
3. Implementing your club's growth plan
4. Welcoming your new members

STEP 1: PREPARE YOUR CLUB

The first step to inviting new members to join your Lions club is to get your club ready.

Decide what you want your club to be. What does your club want to focus on? What do your members want your club to be? How do you envision your club next year? Five years from now?

Identify what you want your club to accomplish. What type of service projects does your club want to conduct? How often? Where?

Decide what your goals are. Use the *Recruiting Goals* form in this guide to define your club membership goals. Be sure to consider how new members will fit in with your objectives.

Why does your club want new members? Before you begin inviting new members, it is important to identify why. The answer should be clear, tangible and relevant, not simply "for more service." For example: "If we had 3 more members, we could pack 100 more lunches for the homeless each month."

Who are your target members? Are they younger members, women, community professionals, parents of Leos, family members, or friends? Your club may have more than one target group. Keep in mind that when recruiting new members, it often works best to recruit a group of 2-4 people.

Who will help your club recruit? Although everyone in your club should be encouraged to help recruit new members, a membership development team should be selected to guide the recruitment effort. Use the *Membership Development Team* form in this guide to organize your team. Each member has strengths and preferences. Make the most of these by encouraging your members to take on roles in the recruiting process. Important roles include:

Organizing – Some members are planners; they see each step and can prioritize what needs to be done. These Lions should focus on guiding your club's recruiting effort.

Promoting – Tech-savvy and creative members can create brochures, issue your press releases, and update your website and social media networks.

Lions Clubs International (LCI) has many resources available to support your club. Contact the Membership and New Club Operations Department at memberops@lionsclubs.org or go to the LCI website (www.lionsclubs.org).

Reaching Out – These are your Lions that like to talk, especially about your club. Encourage them to promote Lions to your target groups and get them on the phone with prospective new members.

Welcoming – Lions who are trained to conduct new member orientation and coordinate mentoring will ensure your new members feel welcome and quickly settle into your club. LCI provides training for both orientation and mentoring.

STEP 2: CREATE YOUR CLUB'S GROWTH PLAN

In this step, you will create your club growth plan. Your organizing Lions should take the lead in creating the plan. Include target dates for completion and assign tasks to each goal. The *Club Growth Plan* form included in this guide can serve as a template.

Once your plan has been created, share it with your club members. Assign each task to specific Lions, and follow-up with them as needed to offer assistance and ensure the plan stays on schedule. To help your club, this guide includes suggestions that have worked for other Lions clubs. Feel free to use some of these suggestions or come up with your own ideas.

Who will we recruit? Identify groups associated with your club's target members. For the widest reach, ask all your members to help think of potential sources. Here are some additional tips:

- Consider using lists that have already been compiled.
- Look at organizations or businesses that share common interests with your Lions club.
- If you conducted a *Community Needs Assessment*, don't forget to ask your contacts to become involved.
- Hold a brainstorming session with your club members. Ask each member to write down the names of three businesses, groups or organizations that focus on the same areas your club does service in.
- Use the *Recruiting Wheel* in the back of this guide to help your members think of people who may be interested in joining the club. Use the *Build a Lions Network* form in this guide to collect the information. Be sure any list includes either a physical address or email addresses, depending on your club's method of sending out invitations. Phone numbers are a plus for follow-up purposes.
- Make personal visits to local businesses and offices. Speak with the business owners or managers about their interest in joining, and ask for their permission to speak with their employees about joining.

Where and when will we recruit? Decide what recruiting activities best fit your club and community. The promotion Lions should take the lead in this area and prepare the materials to use. Here are some recruiting suggestions:

- Hold an informational meeting. Invite your target members and conduct a short prepared program to let people know what your club does and who they are. Serve light refreshments and be sure Lions are available to talk one-on-one or in small groups.
- Sponsor a community event or set up a booth at a special event. When recruiting at an event, prepare a standard 30 second to two minute speech about your club and its impact in the community for your members to use. If target members are interested in learning more, direct them to your club website or social networking sites. If you have an informational meeting scheduled, provide an invitation containing the location, date and time to those who show interest.
- Invite target members to a service project. Be sure to have Lions available at the project to speak with target members and answer questions, as well as providing service!

Visit the [Lions Learning Center](#) on the LCI website to find online communication training courses to support your recruitment efforts.

What materials will we recruit with? Prospective members will want to see information about your club and the association. Before any active recruiting begins, make sure to update your club's website and any social media presence, and have current materials ready. LCI offers a wide variety of recruiting materials that explain membership and talk about the association. Publications can be downloaded from the LCI website and print materials can be ordered via email by contacting LCI's Membership and New Club Operations Department at memberops@lionsclubs.org. The website also offers customizable materials for clubs. You can download the [Club Brochure Template](#) or [Be a Lion Brochure](#) and use them to create personalized materials for your club.

In addition to printed materials, it is important for your club to have an up-to-date online presence. Before attending an informational meeting or deciding to join, target members will search the Internet for information about your club. If your club doesn't have a website, use the free [e-Clubhouse](#) tool to create one. The e-Clubhouse provides a preformatted website for even the least Internet savvy. It has a club home page with meeting information, calendar of events, club projects page, photo gallery and contact page. All your club needs to do is add your information. As your club gets more comfortable with e-Clubhouse, you can add more pages. Be sure the informational meeting is listed on your club's calendar!

If your club has any social networking presence, be sure to update those sites regularly and advertise the addresses. Be sure the informational meeting is promoted on these sites too. Ask your members to include their club activities on their personal social networking pages. The [Social Media 101 Best Practices Guide](#) includes useful information on social networking and best practices.

For other ideas on how to invite new members and promote your club, check out the [30 Marketing Ideas](#) brochure.

How will we promote our informational meeting? Informational meetings are intended for Lions and target members to meet and build interest in joining your Lions club. Ask each member of your club to bring one non-Lion to an informational meeting. Encourage your members by letting them know that the first person they ask might turn them down, but eventually someone will be interested. Use lists of target members to prepare invitations. Send invitations by postal mail or email. Be sure the invitations include your club's website and any social media sites. Make it clear that invitees are welcome to bring others who may be interested.

If sending the invitation by postal mail, include RSVP information. Consider following-up by telephone if invitees don't reply.

If sending the invitation by email, consider using a site that allows users to RSVP online. Also consider following-up by telephone if you don't receive replies.

Consider placing an ad promoting your meeting in a local newspaper or in a newsletter or magazine directed to your target members.

Tips for planning a great informational meeting: Hold the meeting at the same time and day your club normally meets. Serve light refreshments such as cookies and soft drinks, not a full meal. Have a short (one hour or less) prepared program focused on your club's goals. Be sure to give an overview of Lions activities and membership benefits. Emphasize your club and discuss its service, leadership development, networking and family involvement in your presentation. Use your program to create the agenda. Fully explain the cost of joining your Lions club. Be sure to include international, multiple district, district and club dues and explain what the money pays for. Communicate the date, time and place of your regular meetings and let the target members know they are welcome to attend. Have members of your club available to speak one-on-one or in small groups while enjoying the refreshments.

STEP 3:

IMPLEMENT YOUR CLUB GROWTH PLAN

Reach out to your target members

The outreach Lions should take the lead on this. When recruiting new members, it is important to ask them what they think is important when it comes to volunteering. Can your club fulfill their wishes and needs? If they are not the right fit for your club, consider helping them start a new club or find a neighboring club to join.

There are many ideas for reaching out to target members. LCI has developed a script for recruiting, which is included in this guide. The script is most effective when it is adapted to your own personality and when you speak from the heart. When recruiting, always ask, "Has anyone asked you to join the Lions club?" If the answer is "no," ask them if they are interested in giving back to or serving the community in some way and then talk about your club and its service. If the answer is "yes," find out why they didn't join and see if they are willing to try again or share the name of someone who might be interested.

If you are making personal visits to local businesses and offices do not wait more than 10 minutes. Your time is best spent contacting multiple prospects. Instead, ask if there is a convenient time to meet. If asked what your visit is regarding, simply say that you are recruiting for a Lions club in your community and only need 3-5 minutes of the person's time. Take clues from the offices. You can tell a lot about a person by looking at the décor on the walls of their office. Do they have a family, a hobby, a humanitarian interest? Often awards, pictures and other items in their office can provide such clues. Limit the materials you carry. Only bring invitations to the informational meeting or to a service project. Otherwise, the prospect may ask you to leave information for their review. However, if they are too busy to speak with you, are they likely to read the material? Explain that more materials will be available at the meeting.

Always be positive. Remember, you are providing the opportunity to change their lives, not selling a product! If prospects do not appear interested, thank them for their time, ask for a referral and move on. An irritated individual will not join and have only negative thoughts of Lions.

Host the informational meeting. Use the meeting to show your target members what is special about Lions and your Lions club.

Before the meeting:

- Call or email target members who indicated they would attend to remind them of the date, time and location. Remind them they are welcome to invite their friends, family or other community-minded individuals who might be interested in joining.
- Have an agreement from your board members that they are willing to accept the potential new members.

At the meeting:

- Set the room for fewer people than you have invited since a few "no-shows" are common. Have additional chairs available in case more people attend.
- Dress in a professional manner but do not wear a Lions vest or too many pins. Research shows these customs are better introduced as your new members are engaged in service activities. Club customs and traditions should be explained during new member orientation, not at the informational meeting.
- Personally welcome each participant.
- Start the meeting on time. The meeting should not last longer than 60 minutes.
- Follow your agenda as closely as possible.
- Explain to your target members what your club does and why you need them. It is best if you can show pictures or video from service projects. Talk about the outcome of your club's

- projects and the impact they have had on people's lives.
- Provide accurate estimates of the commitment of time and money to be a member of your club.
- Ask attendees to suggest new projects for your club. Ask them to think about what role they would like to take in these projects.
- Distribute [Membership Applications](#), and if possible, collect them with the entrance fee before the target members leave the meeting.

Follow-up with meeting participants

- Follow-up with any target members that attended the informational meeting but did not fill out a membership application. Have your outreach Lions coordinate the follow-up. Be sure to assign someone to each name and request an update at the next meeting.
- Contact the participants to thank them for their time.
- Confirm their interest and invite them to attend your club's next meeting or a service project.
- Encourage them to give you names of people they know who may be interested in joining the club.
- Make follow-up contact by phone, email or letter within 48 hours of the meeting.

Review your *Club Growth Plan*

- Regularly review your goals and your schedule to ensure you are on track. Adjust the timeline and goals as necessary.

STEP 4:

WELCOME NEW MEMBERS

Conduct a new member induction ceremony. An induction ceremony is the symbolic beginning to a member's service as a Lion, and is key to lifelong retention of a member. The welcoming Lions should plan these activities using LCI's [New Member Induction Ceremonies Guide](#). Be sure to order a free [New Member Induction Kit](#) from the club supplies shop for each new member.

Offer your new members orientation and mentoring. It is important for new members to feel welcome and to receive information about your club and the larger association.

[Orientation](#) – The importance of new member orientation cannot be emphasized enough. Orientation provides a foundation for your new members by helping them understand how your club functions, what their roles will be, and what the big picture of their district, multiple district and LCI is. Informed new members are more likely to feel comfortable with your club and become actively involved right away. A properly oriented member is also one who is likely to remain in Lions for years. Conduct orientation using the [Lions New Member Orientation Guide](#) within the first three months of membership.

[Mentoring](#) – The Lions Mentoring Program helps every member achieve the goal of better serving his or her community. It is a program of personal development to help your members realize the potential of their unique skills and knowledge. The mentoring program prepares them for leadership in Lions and in their personal lives, as well. For LCI, this means more hands and better service for the people who need it most. LCI suggests that level one of the Basic Mentoring Program be completed during the same time period as orientation. The *New Member Orientation Guide* closely follows the goals and activities required for completion of level one of the Basic Mentoring Program. New members should be offered these programs through their sponsors. Sponsors should contact their GLT district coordinator for information about these programs, as well as training.

WHAT'S NEXT?

INVOLVE YOUR NEW MEMBERS

People join Lions to serve. After welcoming your new members, it is important to make sure they become actively involved in your club and your service projects to ensure they have a good experience. If new members feel welcome and engaged, and if they are involved in service, they will stay part of the club for a long time.

Members get involved for a number of reasons:

- To serve their community
- To be involved with a specific service or cause
- To be with friends
- To become a leader in the community
- To be with other family members who are members

How can your club provide these experiences to all of your members? Members feel involved when you ask for their opinion. The *New Member Questionnaire* in this guide is a good way to learn what your new members expect from your club and what their ideas are for future club projects and activities. LCI recommends using the questionnaire in this guide as a template to create a customized survey for your club. LCI has developed a [Membership Satisfaction Guide](#) to assist clubs in providing the best experience they can to their members.

RECRUITING GOALS

Club Name:

Date:

To prepare for new member recruiting, we will:

Why do we want new members?

(Example: If we had 5 more members, we could screen 100 more children for vision problems each month.)

Who are the new members our club wants? Why?

(Example: We want to invite younger members who are 10 years younger than our current average age to revitalize our membership and extend the life of our club.)

CLUB GROWTH PLAN

Who will we recruit? (List your club's target members.)

Where and when will we recruit? (Identify locations and times to help reach target members.)

Date for completion:

What materials will we recruit with? (Consider printed and electronic.)

Date for completion:

How will we promote our informational meeting?

Date for completion:

What will we do in our informational meeting?

Date for completion:

How will we follow up after the meeting?

Date for completion:

RECRUITING WHEEL

The Recruiting Wheel is an effective method to compile lists of people who could be invited to join your club. Distribute this page at a regular meeting. For each category on the wheel, have an experienced Lion ask: "Who is the one?"

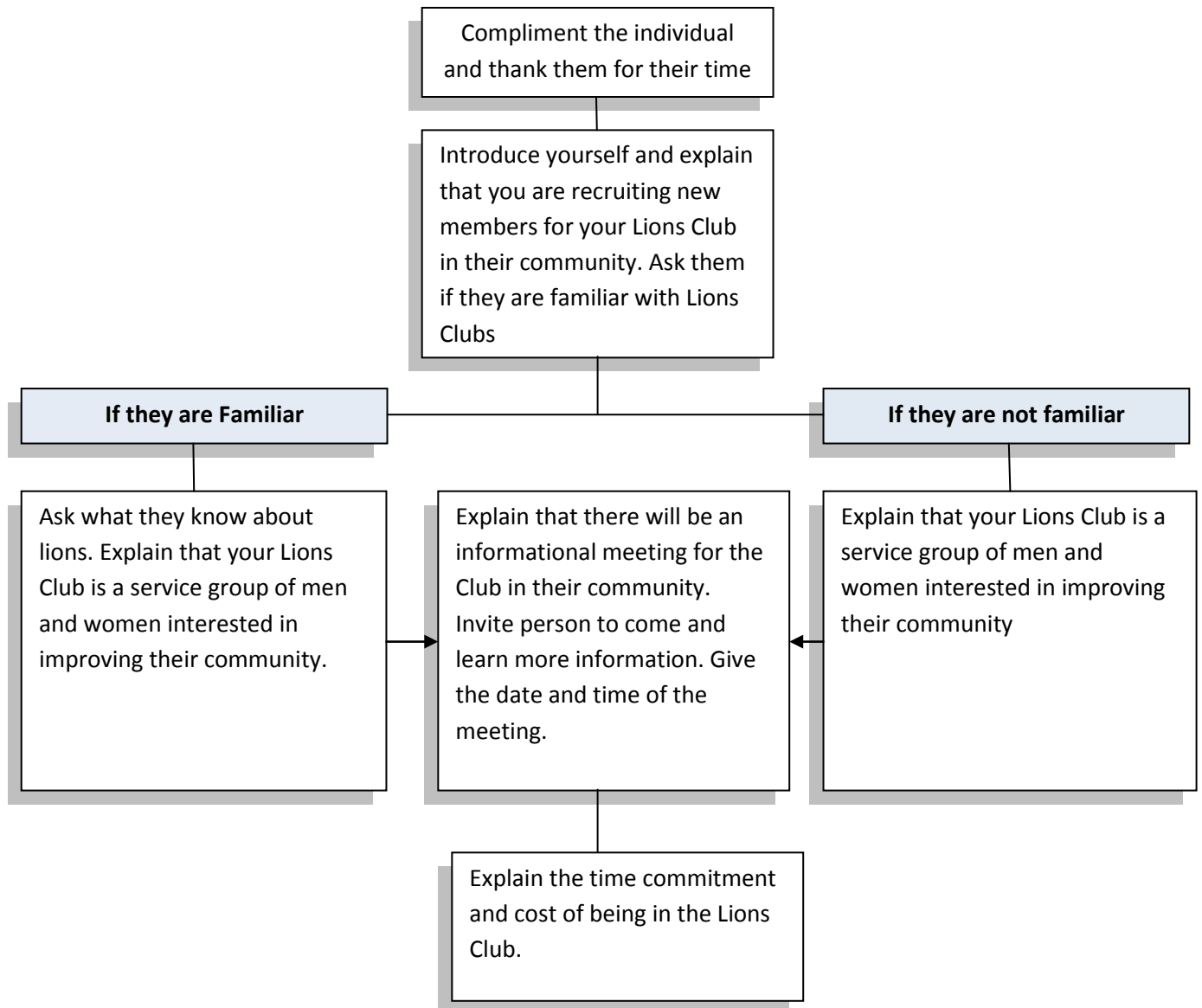
Example: Who is the one relative you feel would like to make a contribution to improve the community? Give your members a brief time to think about their choices, and fill in the *Build a Lions' Network* form as thoroughly as possible.

Build a Lions' Network form as thoroughly as possible.



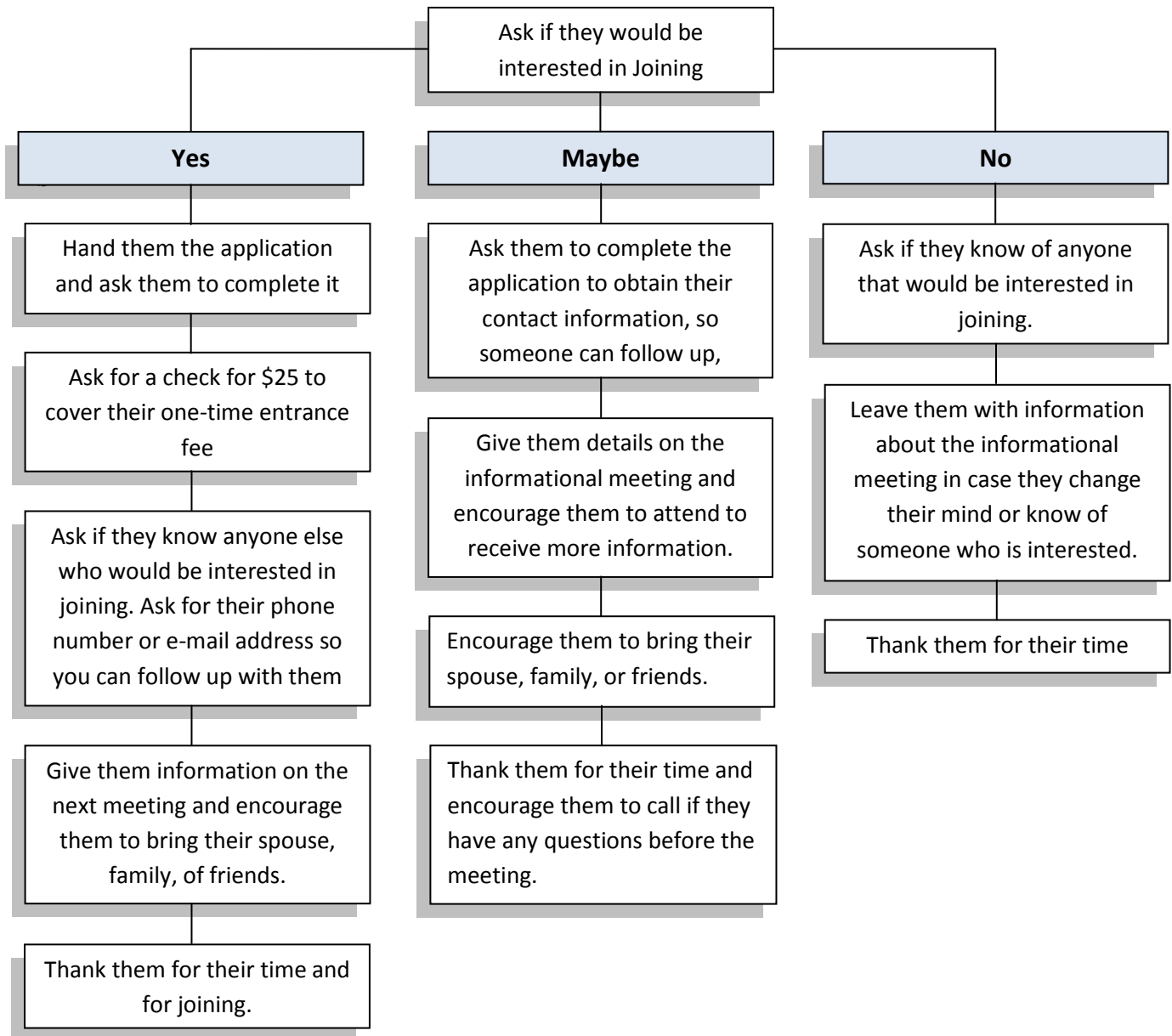
SCRIPT FOR RECUTING

The script below is a guide to talking to prospective members. It is most effective when you adapt it to your own personality and when you speak from the heart. (Page 1 of 2)



If SCRIPT FOR RECUTING

(Page 2 of 2)



NEW MEMBER QUESTIONNAIRE

Club Name: _____ Date: _____

Why did you join our Lions Club? _____

What are you looking for in your involvement with our club? _____

What personal skills do you have that might be an asset to our club? _____

What club activities would you like to be involved in? _____

What ideas do you have to improve our club experience? _____

What ideas do you have for service projects that we are not currently involved in? _____

Is there anything else you feel is important? _____

30 Marketing Ideas

The following pages offer proof of good news. Here you will find thirty marketing ideas, in categories ranging from exhibit marketing to direct marketing, designed to assist you with inviting new members and promoting your club. We encourage your club to select a category each month, implement one of the activities listed within that month, and then keep track of the membership growth results you receive. We think you'll find your monthly activities will pay off with an increase in both membership numbers and public awareness.

It's up to your club to unlock itself to the community. It's up to you to share your Lions pride.

Exhibit Marketing

1. **Sponsor a booth at a special event.** Think of the impact your club could have at the community's next health fair, festival or home show! Exhibiting at an event connects your club to that event, its topic, people attending and so on. Featuring photographs of club projects and providing membership information to the attendees will help get the word out about your club.
2. **Exhibit in a public place.** Want your club to be seen regularly at the same location? Pick a space in a mall or a popular storefront: use your imagination on which public space could work for your club. Provide information about your next project and invite people to participate.
3. **Place an information table at your next project.** When attending a service project, people can see firsthand the work you do and at the same time, can inquire about membership, read about Lions and look into serving.
4. **Use your prospect information.** Did you gain information from your exhibit marketing efforts? Use the contact information of those who express interest in Lionism. Hold a raffle for the people who stopped by your exhibit or information table. Add their names to the club's updated mailing list. Inform those interested in ways to become involved.

Advertising & Public Service Announcements

5. **Place an ad in the local newspaper.** Put a call into the advertising department of your local newspaper to announce that you are looking for members. Advertising representatives from the paper can tell you about the cost of an ad, help you place it in a good spot and, if needed, design an ad specifically for your club.
6. **Place an ad in school and community publications.** Often, a school newsletter will gladly include your club information in their newsletter—especially if you partner with that school for your service projects. Placing such an ad will create a direct link between the school system or community and your club.
7. **Develop a point-of-purchase display.** Ask the owners of local businesses if they will allow your club to place its brochures in a holder near the cash register. Remember: By placing information in a business, your club will then be associated with that business and its customers.
8. **Broadcast on radio.** Invite a local radio station to broadcast from your next special event or request that the station broadcast one of Lions Clubs International's public service announcements (PSAs) available from the Public Relations & Communications Division. Access radio PSAs online by visiting the LCI Web site (www.lionsclubs.org) and typing "Radio PSAs" in the search field.
9. **Post billboards/mobile advertising.** Billboards and mobile advertising also serve as a reminder about your club. Access this advertising type online by visiting the LCI Web site (www.lionsclubs.org) and typing "Billboard Artwork" in the search field.

10. **Utilize Yellow Pages & directories.** Place the telephone number of your club in the Yellow Pages and other service directories so that your club is easy to find. (If you do not want to use a member's personal telephone number in the listing, consider buying an additional line that goes to an answering machine.)
11. **Broadcast public service announcements (PSAs) on television.** Start by trying to place PSAs with your local public access television station. At the station, contact the public affairs or community services director and ask if they have time to fill. Public Service Announcements are available from the Public Relations & Production Division. Access television PSAs online by visiting the LCI Web site (www.lionsclubs.org) and typing "Television PSAs" in the search field.
12. **Use THE LION Magazine.** Do you receive an extra copy of THE LION Magazine each month? Are you finished with your personal copy? Consider donating the magazine to your library or putting your extra copies in doctors, dentists or other offices.
13. **Develop a Web page.** Promote your club on the Internet. On your Web site include project information, your club's contact information and steps the prospective member can take to become a Lion. Get started now creating your Web site, go to Lionnet (www.lionnet.com) to learn more.
14. **Put information about your club in "Welcome to the Community" packets offered by local agencies or chambers of commerce.** Often after they are settled, new residents look for ways to familiarize themselves with the community.

Media Relations

15. **Write a news release.** Tell your community about upcoming club events, awards and programs. LCI has created several fill-in-the-blank news release templates to get you started. Access news release templates online by visiting the LCI Web site (www.lionsclubs.org) and typing "News Releases" in the search field.
16. **Pitch a story.** Is there a person in your local club with amazing accomplishments as a Lion? Are there a series of Lions projects that are making an extraordinary difference in the community? If so, it's time to pitch your club's feature story idea to your local newspaper reporter or editor. A pitch letter can be sent via e-mail or over the phone to the reporter. Pitch letters do not recount or tell about an event; instead they attempt to interest the reporter in covering a story. For more information on either news releases or pitching a story, contact the Public Relations & Production Division at (630) 571-5466, ext. 327 or e-mail questions to pr@lionsclubs.org.

Group Presentations

17. **Show audiovisual presentations.** Showcase what Lions do for their communities. Select the presentation that is right for your club. Show it to groups such as the PTA, community interest organizations and others that may be interested in joining. Order audiovisual presentations by visiting the LCI Web site (www.lionsclubs.org) and typing "AV Presentations" into the search field.

Personal Contact

18. **Give personal presentations.** Offer to speak about your club during community events and other forums that involve community leaders and concerned citizens. Explain how Lions have helped the community and outline the service projects that you currently sponsor.
19. **Recruit one-on-one.** Meet with a prospective member individually to inform them about the club. Invite them to take part in the next meeting or club project. Follow-up with any prospective member inquiries that you receive from Lions Clubs International.

Direct Marketing

20. **20. Call people.** Obtain a list of people who may benefit from a specific program (for example, the names of people who live near a park that will be enhanced or a stream that will be cleaned) and call to let them know what the club is doing for their community. Invite them to take part in the project.

21. **Write letters.** Develop a mailing list of people who have participated in previous projects as well as a list of other people you would like to invite as members. Mail them a letter explaining what the club does and ask them to contact you if they are interested in attending a meeting.
22. **Produce club newsletters.** Mail a special edition of your club's newsletter to prospective members. Outline your club's accomplishments and announce plans for the future.
23. **Send out project announcements.** Send announcements explaining a special activity to people who will benefit from the program. Invite them to take part in the project and find out more about the club.

Membership Campaigns

24. **Participate in Lions Clubs International awards programs.** Make the most of the awards programs developed by Lions Clubs International by planning a special event and motivating people to participate. Award programs include: the Year-Round Growth program, the President's Retention Campaign program and the Membership Key Awards program.
25. **Run club contests.** Creating a competition out of "Who can invite the most new members?" is often a favorite and successful activity of Lions clubs. Will it work for your club?

Quick Market Research

26. **Conduct a Community Needs Assessment.** Perhaps the best way to recruit and retain members is to tie your club to the community. A Community Needs Assessment (MK-9) can help your club discover new projects, ones of special importance and need in the community. The MK-9 is available from the New Clubs & Marketing Department. Access the Community Needs Assessment as well as other materials by visiting the LCI Web site (www.lionsclubs.org) and typing "New Clubs Publications" in the search field.
27. **Keep former members on your list.** Send your newsletter and other announcements to former members to keep them up-to-date on club activities. Invite them to club events and include them in volunteer opportunities.
28. **Monitor member activity.** Do you know a Lion who has been inactive in their membership, perhaps not coming to meetings or service projects? Talk with them. Let the member know you are thinking about them and would like to make their experience better.
29. **Conduct a new member or prospective member needs appraisal. New Member Needs Appraisal:** Identify what motivated each new member to join and help them reach their goals. Encourage them to use talents and skills by matching them with projects they will find rewarding. **Prospective Member Needs Appraisal:** Are you familiar with what people in your community are looking for when considering becoming a member of a community organization? Consider creating a questionnaire for nonmembers to fill out. You may find very interesting information about how your club can gain new members.
30. **Conduct a survey.** The Former Member Satisfaction Survey includes a questionnaire that a designated club member is asked to complete with the exiting member as well as an instruction sheet guiding a club through the interview process. Create an atmosphere where your Lions will be less likely to drop their membership. Access the Former Member Satisfaction Survey by visiting the LCI Web site (www.lionsclubs.org) and typing "Former Member Satisfaction Survey" into the search field.

Developing a Membership Marketing Campaign

Step 1: Identify Your Target Markets

A target market is the audience or group that you plan to reach. Consider the following groups:

General Public	Business Associates	Membership referrals
Family	Friends	Nonmember volunteers
Retired People	Educators	Community Leaders Program Ben

Step 2: Review and Analyze Previous Programs

Collect information on previous membership growth and retention programs. Scrutinize the effectiveness of each program and discuss ways in which they can be improved. Be sure to include the most effective programs in your new plan.

Step 3: Chart your Strategy

Choose a target market and then outline how your club will approach each group. Think. This can be done using a variety of methods. Usually, a combination of approaches is more effective. Make sure that you include the techniques mentioned in this brochure. You may wish to solicit each target market using several different techniques.

Markets	Strategy	Action Plan	When
General Public	Radio	Broadcast from	January
Non Lion	Direct	Special Event	March
Volunteers	Mail	Edition Newspaper	?

Step 4: Allocate a Budget

Review your written plan and identify items that will have an impact on the budget. Outline the expenses and estimate the total cost for each project, then obtain approval for each expense item. Attach the written budget to your plan.

Step 5: Delegate

Appoint a member to be responsible for each item outlined in your written plan. Explain their responsibilities and the timeframe in which results are expected. Make sure each member knows the details of their responsibilities and provide training if needed.

Step 6: Follow-up

Request a status report at each meeting to monitor the progress of the program. Consult with committee members privately if you suspect any problems. Solve problems and offer support as soon as possible to keep the program on track. Monitor the results and note the changes that should be made in future programs.

Share your successes! We want to hear from YOU!