



Global Membership Team

Invite for Impact Operational Plan

January 2016 to January 2018



Fundraising • Development Services • Strategic Consulting



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Introduction: Why Now – Our Strategy

The International Association's strategic plan, LCI Forward, and Centennial Celebration planning provides the ideal timeframe and platform for a refocused Global Membership Team (GMT) strategy and operational plan, which has not had any significant retooling since GMT was formed in 2009.

To be of greater service to humanity, LCI Forward has established a goal of improving the lives of at least 200 million people per year by 2020-21, thus tripling our impact. With our Lions Centennial celebration, we made a commitment to becoming the largest our association has ever been by the close of fiscal year 2017-18, meaning our membership will reach 1,425,311. Once we have achieved the goal of being the largest we have ever been, we will set our sights on reaching new heights of service, impact and growth.

Achieving our Centennial membership goal will allow us to:

- Continue to serve our communities during the Centennial Service Challenge
- Launch the association into a second century of transformative service
- Pave the way for tripling our impact through our expanded humanitarian service and improving the lives of at least 200 million people per year

The time for a re-imagined GMT is now. To achieve our Centennial goal of being the largest we have ever been means bringing at least 47,000 members to new and existing clubs. To do this, our overarching strategy will be an intense focus, training and resourcing for GMT toward two objectives:

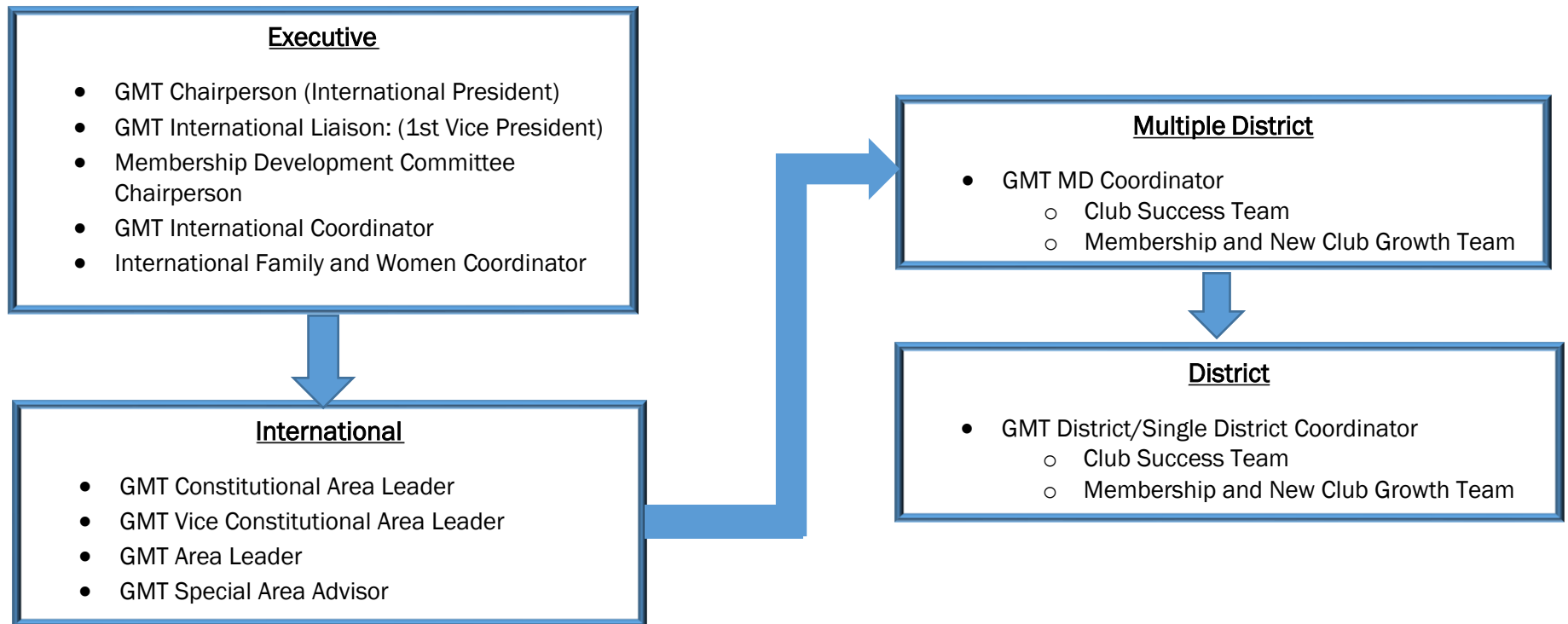
1. **Form new clubs:** Every leader specifically recruited to the GMT at the district level and above, will be asked to personally assume the responsibility to form at least one new club. Specialized and customizable training and resources will be provided to support this goal along with a tiered recognition program.
2. **Recruit and retain members:** Club membership chairpersons have the most direct access and ability to recruit and retain members for their clubs. Training, tool kits and lines of communication and resources will be provided to club membership chairpersons both through their district GMT coordinator as well as through LCI channels. Naturally, other leaders may also be involved in recruiting and retaining members.

The theme that will permeate these two focused strategies of forming new clubs by district GMT coordinators and recruiting and retaining new members by club membership chairpersons, will be Invite for Impact. In this way, we keep front and center that our reason to grow is to serve and impact more people than ever before.

The following plan sets forth the specific structure, strategies and required resources.

GMT Leadership Structure

The GMT has a two-pronged *Invite for Impact* focus: 1) start at least one new club; and 2) help inform club membership chairpersons about the training and tools available to them to recruit and engage members. A robust GMT leadership structure has been established in effort to accomplish these goals, which lead us to the ultimate goal of being the largest we have ever been to serve more people. The organizational structure below and descriptions which follow showcase the GMT team, led by our International President, who are recruited especially for *Invite for Impact* purposes.



Executive Level	Position	Role	Essential GMT Functions	Term
	GMT Chairperson (International President)	GMT's top leader	<ul style="list-style-type: none"> Assists in the recruitment of the GMT International leaders Provides overall leadership to GMT 	Annual Appointment when International President
	GMT International Liaison (1 st Vice President)	Assists the chairperson	<ul style="list-style-type: none"> Assists in the recruitment of the GMT International leaders Provides assistance to the GMT, as delegated by the chairperson 	Annual Appointment when 1 st Vice President
	Membership Development Committee (MDC) Chairperson	Provides GMT support from the MDC and International Board of Directors	<ul style="list-style-type: none"> Attends GMT meetings of the international leaders Advocate for GMT to the Membership Development Committee and International Board of Directors 	Annual Appointment of MDC Chairperson by International President
	GMT International Coordinator	Provides leadership to staff and international level leaders on membership programs and initiatives	<ul style="list-style-type: none"> Assumes a leadership role in working with LCI staff in the development of GMT training, initiatives, resources and reporting in accordance with the fiscal year/strategic plan Provides direct assistance to the GMT, as delegated by the Chairperson, in all matters regarding implementation of the strategic plan Reports to the GMT Chairperson 	3 Year Appointment, renewable annually or removable by the International President
	International Family and Women's Coordinator	Provides leadership to staff and international level leaders on family and women programs and initiatives	<ul style="list-style-type: none"> Assumes a leadership role in working with LCI staff in the development of family and women initiatives, resources and reporting in accordance with the fiscal year/strategic plan Provides direct assistance to the GMT, as delegated by the Chairperson Reports to the GMT Chairperson 	3 Year Appointment, renewable annually or removable by the International President

International Level

Position	Role	Essential GMT Functions	Term
Constitutional Area Leaders	Leads GMT within their constitutional area	<ul style="list-style-type: none"> • Provides direct leadership to the area leaders in their constitutional area • Develops area specific programs/strategies to address needs or opportunities • Works directly with LCI staff in the coordination of membership and new club efforts within his/her constitutional area • Works closely with their team to achieve the membership goals set by the districts, reviews reports on progress and takes appropriate action steps. • Charters new clubs • Reports to the GMT executive level 	3 Year Appointment, renewable annually or removable by the International President
Vice Constitutional Area Leaders	Leads GMT within a specific part of their constitutional area	<ul style="list-style-type: none"> • Provides direct leadership to the area leaders in their assigned part of their constitutional area • Develops area specific programs/strategies to address needs or opportunities • Works directly with LCI staff in the coordination of membership and new club efforts within his/her constitutional area • Works closely with their team to achieve the membership goals set by the districts, reviews reports on progress and takes appropriate action steps • Charters new clubs • Reports to the GMT executive level 	3 Year Appointment, renewable annually or removable by the International President
Area Leaders	Leads GMT within group of multiple districts/single districts/un-districted areas	<ul style="list-style-type: none"> • Provides direct leadership to the special area advisors and MD/SD coordinators in their assigned area • Works directly with LCI staff in the coordination of membership and new club efforts within his/her GMT area • Works closely with their team to achieve the membership goals set by the districts, reviews reports on progress and takes appropriate action steps • Charters new clubs • Reports to the GMT Constitutional Area Leader upon special request, as in Worldwide Report Days, they may also report to the International Coordinators 	3 Year Appointment, renewable annually or removable by the International President
Special Area Advisors	Supports area leader by leading GMT in assigned multiple districts, districts, or un-districted areas	<ul style="list-style-type: none"> • Provides direct leadership to their assigned MD/SD coordinators in their assigned area • Works directly with LCI Staff, their assigned multiple district/single district GMT coordinators, and their area leader in the coordination of membership and new club efforts within his/her GMT assigned area • Works closely with their team to achieve the membership goals set by the districts, reviews reports on progress and takes appropriate action steps. • Conducts annual membership training in the first quarter for their assigned multiple district/single district GMT coordinators • Charters new clubs • Reports to the GMT Constitutional Area Leader upon special request, as in Worldwide Report Days, they may also report to the International Coordinators 	3 Year Appointment, renewable annually or removable by the International President

MD Level	Position	Role	Essential GMT Functions	Term
		Multiple District GMT Coordinator	Leads GMT within the multiple district to achieve the membership goals established by <i>Inviting for Impact</i> and through member engagement	<ul style="list-style-type: none"> • Charters new clubs • Collaborates with the district coordinators to achieve district membership goals • Provides direct leadership to the district GMT coordinators within their multiple district • Promotes the message of <i>Invite for Impact</i> and engagement of members • Reports to the GMT area leader and/or assigned GMT special area advisor if applicable
District Level	Position	Role	Essential GMT Functions	Term
	District GMT Coordinator	Charters new clubs and promotes the <i>Invite for Impact</i> message and membership engagement to club membership chairs	<ul style="list-style-type: none"> • Charters new clubs • Collaborates with the district governor team to achieve the district membership goals • Ensures that the message of <i>Invite for Impact</i> reaches club membership chairpersons • Shares membership tools, resources, and trainings to club membership chairpersons • Reports to the GMT multiple district coordinator or assigned GMT area leader/special area advisor, if applicable 	3 Year Appointment
Single District GMT Coordinator				

GMT Integration with other Leaders

Members are what make our International Association of Lions Clubs possible. Every Lion has the opportunity to *Invite for Impact* and as such, GMT leaders will want to maximize efforts and effectiveness by working closely with leaders from across our association at every level. In this way, we will reach our centennial goal of being the largest we have ever been in order to serve more people by the end of FY 2017-18. The organizational structure below shows additional leadership positions that are excellent resources to further enhance and mobilize *Invite for Impact* strategies and actions.

Executive

- GMT/GLT Chairperson (International President)
- GMT International Liaison: (1st Vice President)
- GLT International Liaison: (2nd Vice President)
- International Board of Directors
 - Membership Development Committee Chairperson
 - Leadership Development Committee Chairperson
 - District and Club Service Committee Chairperson
- GMT International Coordinator
- GLT International Coordinator
- International Family and Women Coordinator
- Centennial Action Committee Chairperson
- Centennial Action Committee Honorary Chairperson

International

- GMT Constitutional Area Leader
- GMT Vice Constitutional Area Leader
- GMT Area Leader
- GMT Special Area Advisor
- GLT Constitutional Area Leader
- GLT Vice Constitutional Area Leader
- GLT Area Leader
- GLT Special Area Advisor
- Centennial Action Committee Members

Multiple District

- Council Chair
- GMT MD Coordinator
- GLT MD Coordinator
- Centennial Multiple District Coordinator
- Council Chair

District

- GMT District/Single District Coordinator
- GLT District/Single District Coordinator
- District Governor
- 1st Vice District Governor
- 2nd Vice District Governor
- Centennial District Coordinator
- Centennial Coordinator

Regions and Zones

- Region Chairs (if applicable)
- Zone Chairs

Club

- Club Membership Chairperson

Purple = International Board of Directors
 Black = GMT positions
 Blue = GLT positions
 Orange = Centennial positions
 Green = MD/D positions
 Red = Club positions

Integration with GMT Leaders/Coordinators

Position	Role
Council Chairperson	<p>The multiple district council chairperson is the administrative facilitator of the multiple district.</p> <p>This position is part of the multiple district GMT and the council chair should support MD-coordinators in their essential functions.</p>
District Governor Team	<p>The district governor is the chief administrative officer of the district and serves as the district governor team leader.</p> <p>The first vice district governor assists the governor with membership development, the chartering of new clubs and the promotion of district events.</p> <p>The second vice district governor assists the governor with membership retention and increasing the awareness among Lions about the association's various programs.</p> <p>These positions are part of the district GMT and the district governor team should support district coordinators in their essential functions.</p>
Region and Zone Chairs	<p>The region chairperson is chosen for outstanding leadership ability. The region chairperson is not an honorary officer, but a Lion officer of first importance. Regions usually have 9-16 clubs. <i>The region chairperson is an optional position.</i></p> <p>The zone chairperson is the link between the clubs in the zone and the district leadership team. This officer motivates, counsels and communicates with clubs. Zones generally have between 4 to 8 clubs.</p> <p>These positions are part of the district GMT and the region and zone chairpersons should support district coordinators in their essential functions, especially in chartering new clubs in their region/zone.</p>
Club Membership Chairperson	<p>Increase membership by <i>Inviting for Impact</i> and increasing membership satisfaction within their club utilizing the tools and resources provided by LCI and their district GMT leaders.</p>
Global Leadership Team	<p>The Global Leadership Team (GLT) provides the needed focus on active leadership development, affording Lions Clubs International a solid foundation upon which to build. The GLT encourages the identification and development of leaders at all levels of the association, while providing necessary information, guidance and motivation. Operating as a parallel, mutually supportive specialized team with the Global Membership Team (GMT), the GLT provides for an enhanced focus on and support of leadership development, which is critical to the success of every LCI program and to the future vitality of the association as a whole.</p>
Centennial Action Committee/Coordinators	<p>The Centennial Action Committee advises and assists the Board of Directors in the formulation and implementation of Centennial plans. Centennial Coordinators, in collaboration with GLT and GMT representatives, encourage and support Centennial success in their clubs, districts and multiple districts.</p>

Training and Volunteer Engagement

Training

In order to maximize the effectiveness of all GMT leaders, it is critical that a robust training plan is developed and instituted. Training should occur at all levels of GMT to ensure the *Invite for Impact* message permeates every club. Training should be a combination of in-person and on-line training to maximize effectiveness and efficiency.

GMT International Level Leader Training/Meeting

Once a year, there will be an in-person training/meeting held where GMT international level leaders come together to discuss goals, strategies, and action plans for the upcoming fiscal year.

Multiple District/District GMT training

Two training modules will be developed for all members of GMT to take.

1. Invite for Impact: New Club Development
 - a. The service need for new clubs
 - b. The requirements for chartering new clubs
 - c. Regional best practices
 - d. The role of the Certified Guiding Lions
 - e. How to conduct informational/organization meetings
 - f. How to throw a successful Charter Party!

2. Invite for Impact: New Members and Engagement
 - a. The service need for new members
 - b. The requirements for membership
 - c. Who to invite
 - d. Regional best practices
 - e. Increasing membership through club branches
 - f. How to keep members engaged and satisfied

Both modules will be web-based for leaders/coordinators to easily access at their own convenience. When possible, MD-GMT Coordinators can conduct the training in-person using the web-based platform.

Trainings will have a cultural adaptability to provide specific training on strategies that work throughout each constitutional area.

- MD coordinators can request a local budget of US\$600 for training district coordinators, new club development, and/or other membership related activities/expenses after they have completed both modules
- District and single district coordinators can request a local budget of US\$250 for training club membership chairpersons and new club development after they have completed both modules.

Club Membership Chairperson Training

Club membership chairpersons shall be trained by the district/single district coordinator or through the web-based training on *the Invite for Impact: New Members and Engagement* module. On average, 17% of club membership chairpersons sponsor a new member annually. Therefore, an online club membership toolkit will also be developed which will provide useful resources for the club membership chairperson to use in their clubs.

In addition to web-based training, regional webinars will be provided by the GMT staff specialist and area leaders to train club membership chairpersons on how to form a branch or sponsor a new club.

Volunteer Engagement

Ongoing volunteer engagement is necessary in order to achieve our centennial membership goal to be the largest we have ever been in effort to serve more people by end of FY 2017-18. Messages and resources will have a focus on encouraging and motivating leaders to continue the dialogue on *Inviting for Impact*. The following are the opportunities that will be available to GMT leaders:

- In-person meetings
- Online meetings/webinars
- One-on-one phone calls and emails
- Quarterly GMT regional E-newsletter
- Leadership forums
- International conventions
- End of Year questionnaires

In-person meetings

When possible or needed, GMT leaders and GMT staff should conduct in-person meetings at council of governors meetings, GMT leadership meetings, MD and district conventions, region and zone meetings or conduct separate meetings. These meetings should recognize the area's success and/or challenges. Strategies should be developed along with appropriate action plans.

Online meetings/webinars

Online meetings will be conducted regularly. LCI will purchase a GoToMeeting/GoToWebinar account available for the GMT International level to conduct online meetings and webinars for their area.

One-on-one phone calls and emails

All GMT staff, leaders, and coordinators should be regularly calling and emailing their assigned GMT leaders and/or coordinators to engage them in discussion of successes and challenges of their area.

Quarterly GMT E-newsletters

GMT newsletters will be distributed to all levels of GMT quarterly. Each e-newsletter will be customized with articles pertaining to their constitutional area.

Leadership Forums

GMT Constitutional Area Leaders should work with their GLT counterpart to plan two sessions (1-closed and 1-open) during their area's forum.

In addition, GMT Constitutional Area Leaders should work with the forum organizer to schedule an engaging **"Invite for Impact"** seminar. The GMT regional staff specialist will assist in the development of the presentation.

International Conventions

An *"Invite for Impact"* seminar will be conducted at each International Convention targeting GMT leaders and coordinators.

Questionnaires

In place of a 4th quarter report, each May, staff will send out electronic surveys to the GMT leaders from the international level to the club level to identify successes, challenges, and the use of GMT.

Targets and Goal-Setting

For the past several years, districts have been establishing their own membership goals. Success in reaching established goals has been minimal. In fiscal year, 2014-15 only 12% of districts met their established membership goals. We believe there are several reasons. In many cases, goals were established in the absence of carefully studying previous trends within the district, thus leading to overly ambitious goals for a one year period. A careful system of reporting and accountability has also been lacking in some areas, leading to limited ability for MD GMT coordinators and Area Leaders to support their team.

In order to be successful in membership, attainable growth goals with an associated action plan need to be established and developed by the district governor-elects (DGEs) for their upcoming year as district governor. In effort to assist in the development of realistic goals, LCI will provide a multiple district/single district membership target guideline to GMT constitutional area leaders, area leaders, special area advisors, and MD-coordinators to utilize while reviewing their district governor-elect membership goals.

The membership target guideline is based on a 2% growth of their five year membership growth average of the multiple district/single district. No single formula or approach will work for all districts; therefore, goals should ultimately reflect the recent realities of their district.

Beginning in 2016-17 fiscal year, there will be more emphasis on developing S.M.A.R.T. membership goals with detailed action plans. In addition, DGEs will also report a women's membership goal for new members joining. Furthermore, each district should set a goal to charter a minimum of one new club per district each fiscal year.

5 Year Average Growth =

$$\frac{\begin{array}{c} \text{5 Year Average} \\ \text{Ending Balance} \\ \text{(5 year average of June end total membership)} \end{array} - \begin{array}{c} \text{5 Year Average} \\ \text{Starting Balance} \\ \text{(5 year average of July Start total membership)} \end{array}}{\begin{array}{c} \text{5 Year Average} \\ \text{Starting Balance} \\ \text{(5 year average of July Start total membership)} \end{array}} \times 100$$

*Calculation based on Total Membership Growth

GMT – Invite for Impact: Reporting and Worldwide Report Days

Highly structured and regular reporting between all levels of the global membership team for the first three quarters is an important and effective strategy for generating activity, creating a sense of urgency and maintaining a consistent focus on achieving established goals. A principal value of the report may not be in the report itself, but rather in the reporter's anticipation of the report date or deadline, and the fact that the entire global membership team is involved and success depends on accountability to one another. This will be accomplished by written-electronic activity reports and verbal quantitative reports through Worldwide Report Days.

Activity Reporting

Staff will work closely with constitutional area leaders on developing activity reports for coordinators, area leaders, and special area advisors to submit electronically through the LCI website. Reports will focus on membership activities conducted in districts, multiple districts, and areas in the first three quarters. These reports will help to identify successes, best practices, and challenges.

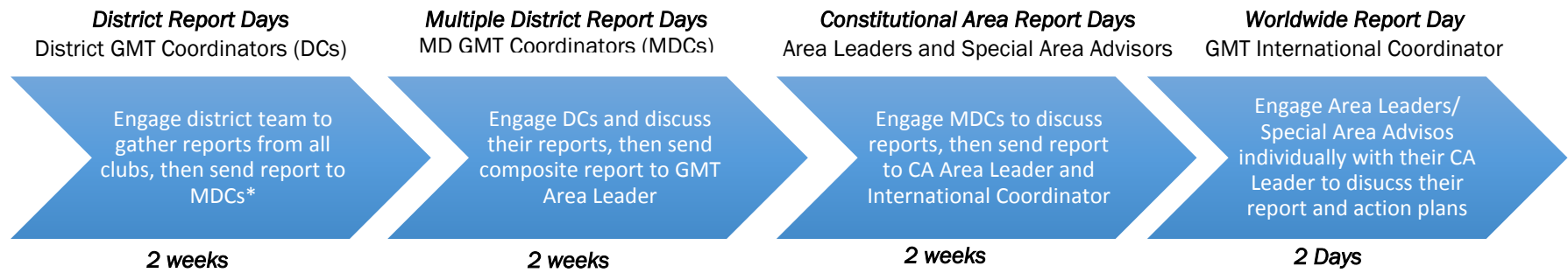
Worldwide Report Days

Worldwide Report Days set a particular time for reporting and serve to stimulate interest and activity. These verbal reports on quantitative membership figures help leadership identify areas where additional assistance may be needed, as well as areas that are doing very well and can be showcased to others.

Invite for Impact Worldwide Report Days will:

- Establish accountability among the GMT
- Reinforce the *Invite for Impact* messaging of service equals growth and vice versa
- Sustain motivation and momentum toward annual goals as well as activity and benchmark goals
- Encourage the use of established LCI reporting tools

GMT report days occur over a 7-week period. During each stage, the GMT will host discussions and gather reports with the team members within their care and responsibility. Discussions will focus on activity, progress toward goals, celebrating successes and providing support and encouragement for completing and reporting their results and activity on the prepared forms. Discussions can be in person or by conference call. Dashboard reports will be used to inform the discussions. At the end of each stage, the GMT will send their summary report to the leader they are accountable to culminating in all GMT area leaders calling in on the designated Worldwide Report Day to the GMT international coordinator.



Prior to each stage, LCI will email GMT coordinators and area leaders applicable directions, report forms and timelines.

Recognition and Awards

Expressions of appreciation and recognition for a job well done are proven to be highly effective to motivate various constituent groups to take action and achieve established goals. The following recognition and awards program for the Global Membership Team (GMT) serves to incentivize leaders and their actions essential to the membership growth plan. The GMT achieves its goals when working not only with the appointed members of GMT, but also through the engagement of all Lions in growing our membership to do more service in our global community.

Certificates: Each GMT leader at the international level (as well as the GMT International Coordinator and International Family and Women's Coordinator) can request GMT recognition certificates that can be given to deserving GMT members who go above and beyond to increase membership and new clubs in their area. GMT members who receive a recognition certificate will also be recognized on the LCI website.

GMT District Coordinator Awards Program:

District coordinators will be recognized if one of the following has been achieved at the end of the fiscal year (based on the June cumulative report):

- 1% overall membership growth + 1 new club = Silver Award
- 2% overall membership growth + 2 new clubs = Gold Award
- 3% overall membership growth + 3 new clubs = Diamond Award

GMT Coordinators of the Year:

Based on the June cumulative reports, LCI will determine which district coordinator and MD coordinator have the highest net growth in overall membership.

One MD coordinator and one district coordinator from each constitutional area will be awarded the “GMT of the Year” award. Depending on how conventions fall, leaders may be recognized during the international convention.

Membership Goal Achievement:

GMT members will be recognized if the membership goals for the fiscal year were achieved.

GMT Position	Must achieve	Will receive
District GMT	District membership goals that were established for the fiscal year by June 30 th	Exclusive certificates signed by the International President and GMT International Liaison, along with a congratulatory letter
MD GMT Team	Membership goals that were established for the fiscal year for the MD by June 30 th	
Area Leaders/Special Area Advisors	Membership goals that were established for the fiscal year area by June 30 th	
Constitutional Area Leaders	Membership goals that were established for the fiscal year for the Constitutional Area by June 30 th	

Communication and Marketing

Integrated communication among all levels of GMT is critical. Clear and consistent communications to the Global Membership Team about their role in chartering new clubs and educating club membership chairs about the membership tools and resources is crucial. In addition, when information is reported to LCI from across the globe, it is important to highlight the results and push that information back out to the team to further inform and motivate continued activity. Since membership growth is a priority of the entire International Association, communication will be done through the following avenues:

All levels of GMT	International Level	MD Coordinators	District Coordinators	Club membership Chairs
Regionalized quarterly GMT e-newsletters that will be sent to all members of GMT	Monthly communication with GMT staff specialists	Quarterly email from LCI to district coordinators	Quarterly email from LCI to district coordinators	Quarterly email to club membership chairpersons
GMT article in the quarterly Membership Pulse e-newsletter	Ongoing communication (email/phone) from GMT staff specialist regarding the status of prospective members	Ongoing communication (email/phone) from GMT staff specialists regarding the status of prospective members		

In addition, the following communication will occur:

- Automated emails will be sent to former members to seek input as to why they left their club and to new members checking in on their club experience
- Regional webinars/online meetings by constitutional area with GMT staff specialist (2-3 times a year)
- Weekly email updates to international coordinators from the membership development team leader or the GMT manager
- Monthly email updates to the executive officers, International Board of Directors, from the membership development team leader; in addition to the Administrative Officers Report and Board Reports