

FINAL
VERSION
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Kiwanis International



The Millennium Plan

A Pathway to the Future of Circle K
International



Kiwanis Strategic Plan for Circle K
International (2001-2006)

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Executive Summary

Circle K International (CKI) initiated a strategic planning process to follow up on the 1997-2001 strategic plan and evaluate CKI's current status, identify problem areas as well as strengths, and establish goals and objectives that will lead to a successful future. The strategic planning process was completed in two phases. A separate task force was formed to complete each phase of the process. Each task force included a representative group of experienced CKI, Key Club, and Kiwanis International leaders to complete the project. The Phase One Task Force collected and reviewed data about the current status of CKI, including finance, membership, growth, image and marketing, programs, and organization structure. Using the SWOT analysis model, the task force queried members at CKI district conventions to objectively identify strengths, weaknesses, opportunities, and threats of Circle K International. The Phase One Task Force developed 11 strategic goals and expected outcomes.

The Phase Two Task Force solicited additional feedback and ideas from the CKI membership on the strategic goals and used the information to identify the objectives and action steps for the CKI Millennium Plan. The Mission, Vision, and Strategic Plan are the result of both task forces' work and provide direction that will lead to a successful future for CKI. The Millennium Plan provides a framework for the allocation of resources and a focus on future decision-making.

In order for the goals and objectives contained in this strategic plan to be achieved, it is essential that Kiwanis International provides its full support and understands its responsibilities. **The Kiwanis role as the sponsoring organization is critical to the success of CKI.**

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I. Overview

A. Purpose of the Millennium Plan

Circle K International faces a future of challenge and complexity. To ensure its position as a leader among collegiate service organizations in the future, CKI and Kiwanis International leadership need to be proactive in efforts to anticipate the future and make decisions today that will have the desired outcomes for the future. The strategic planning process is designed to provide the direction and specific goals to ensure this successful future.

The strategic planning process benefits an organization by describing the current state of the organization. The process defines the future operational environment and researches trends that affect the organization. An effective planning effort will define the challenges to be met and the strategies that will lead to success. The process helps to develop plans for efficient use of resources. The planning process assists the leadership of Kiwanis International and CKI in focusing on achieving results based on consensus goals.

It is this desire to continue to be proactive in determining its future that led the Kiwanis International and CKI leadership to initiate a strategic planning process.

B. Background and Methodology

The strategic planning process took place in two phases. During the first phase, a strategic planning task force was established in October 1999 to review the progress of the 1997-2001 plan and to determine specific goals and plans necessary to help the organization grow and develop. It was important that this task force have representation from the leadership of CKI, Kiwanis International, and the Kiwanis International staff.

The Phase One Task Force

To ensure a balanced task force, the following were selected to serve on the Phase One Millennium Plan Task Force:

Julie Bailey	Past Governor, Georgia District of Circle K
Dennis Crumb	Immediate Past District Administrator of Pacific Northwest District for Circle K
Tom Dimmock	Kiwanis International Trustee and Board Counselor to Circle K
Casey Keller	Circle K International Assistant Administrator
Jennifer Penix	Circle K International Administrator
Walter Sellers	Past President of Kiwanis International
Sujal Shah	Past President of Circle K International
Michelle Stremmel	Circle K International Club and Membership Development Specialist
Katherine Varney	Lieutenant Governor, Ohio District of Circle K
Jeffrey Wolff	Assistant Administrator of the Capital District for Circle K and Past Trustee of Circle K International
Dan Nadler	Task Force Chairman and Consultant

Objectives of Millennium Plan Task Force

1. To make member clubs a stable component of the organization;
2. To reaffirm service through member clubs as our central mission;
3. To support individuals in member clubs;
4. To develop an organizational structure that supports member clubs;
and
5. To eliminate bureaucracy and inefficiency which interfere with support of member clubs.

The Phase One Planning Process

To accomplish the objectives set before the Phase One Task Force, two weekend meetings were conducted in November 1999 and February 2000. Both meetings were conducted at the Kiwanis International Office. The primary issues addressed during the task force meetings were finance, membership, growth, image and marketing, programs, and organization structure.

Members of the Strategic Planning Task Force, the CKI Executive Committee, CKI district administrators, and CKI governors engaged in a SWOT analysis, a way in which to objectively identify the strengths, weaknesses, opportunities, and threats of Circle K International. The SWOT analysis also was administered at district conventions and was available for all members via the Circle K International Web page. Following is a partial listing of the results of the SWOT analysis.

Strengths

- Good leaders
- Part of a large international program
- Club, district, and International involvement levels
- Students involved believe in service
- Inexpensive to join
- Networking opportunities
- Opportunity to move from Key Club to CKI to Kiwanis
- Financially supported by a larger organization
- Committed staff
- Active alumni
- Core values / Well-rounded programs
- Developed leadership training
- International and regional conferences
- Resources – information, public relations, leadership, experience
- Dedicated focus on children
- Deep commitment of members

Opportunities

- Leverage mandated service hours
- To make a difference
- Restructure organization
- Create partnerships/coalitions
- Develop relationships with campus service offices
- Involve alumni
- Enhance leadership development – larger scale
- Explore development of community/junior college focus
- Support the development of nontraditional clubs
- Use technology to enhance organizational effectiveness
- Create multiple, specialized clubs on campus
- Strengthen club involvement and meaning
- Create and enhance brand name identity
- Foster an environment in which change is accepted
- Grow membership internationally and regionally
- Recruit and retain a diverse membership
- New worldwide service project

Weaknesses

- Slow to change / Governing documents
- Disconnected clubs / Poor communication
- Little contact with individual members
- Made to fit into the KI structure
- Unsuccessful efforts in recruiting KC into CKI
- Don't fully use resources/unaware
- Lack of local participation
- Membership value is low
- Lack of diversity
- Little focus on importance of club
- Little name recognition
- Budget limitations/procedures
- Little support from external sources
- Dependence (too much??) on KI for money
- Lack of ownership to a long-term vision
- Kiwanis is reactive to Circle K
- Appointment process of district administrators
- Continental US focus
- Hierarchy of Circle K and Kiwanis
- Few measures of accountability

Threats

- Increasing competition for students' time (jobs, studies, other organizations)
- Increasing development of local service organizations
- Changing identity of Greek-letter organizations as service-oriented
- Apathy/expectation of students
- Resistance to change
- Increasing challenges in recruiting and retaining staff
- Downturn in the economy
- International expansion for KI may harm CKI

Developing Strategic Themes

The SWOT analysis produced six strategic themes:

1. Building and sustaining strong, highly effective clubs;
2. Developing and supporting the membership;
3. Expanding leadership development and training;
4. Identifying and developing CKI's identity and image;
5. Maintaining and advancing the development of technology; and
6. Designing the organizational structure.

These strategic themes translated into 11 strategic goals. The goals and expected outcomes are listed below.

GOALS	OUTCOMES
Strengthen leadership skills and membership retention in Circle K clubs.	⇒ Leverage CKI strengths and resources to create a distinctive community-service experience in a collegiate environment. ⇒ Focus on strengthening existing clubs. ⇒ Seek opportunities to develop new clubs.
Increase the value of Circle K International member benefits.	⇒ Enhance membership value. ⇒ Recruit and retain talented and dedicated students. ⇒ Increase membership diversity.
Continually increase membership growth within Circle K International by 5 percent for the first two years of the plan and by 10 percent for the following three years of the plan.	⇒ Enhance membership value. ⇒ Recruit and retain talented and dedicated students. ⇒ Increase membership diversity.
Improve the quality of all Circle K training programs so the opportunity for training becomes a member benefit.	⇒ Assess training and development needs. ⇒ Develop new, interactive training initiatives.
Establish CKI as the leading collegiate Community-service organization.	⇒ Leverage distinctiveness of CKI experience. ⇒ Develop effective marketing techniques.
Provide effective and efficient communication and training, and increase member benefits through the advancement of technology.	⇒ Use technology to enhance organizational effectiveness. ⇒ Explore ways to effectively communicate with clubs.
Develop additional staff and volunteer positions to more effectively serve Circle K clubs and to develop prospective clubs.	⇒ Develop a highly effective, user-friendly organizational climate. ⇒ Establish essential functions and simplify the organization. ⇒ Eliminate obstacles to organizational excellence.
Redefine the election process and roles of International Board members to increase efficiency, ensure continuity, reduce expenditures, and be more focused.	⇒ Develop a highly effective, user-friendly organizational climate. ⇒ Establish essential functions and simplify the organization. ⇒ Eliminate obstacles to organizational excellence.
Flatten the organizational structure so clubs and members are the focus of the organization.	⇒ Develop a highly effective, user-friendly organizational climate. ⇒ Establish essential functions and simplify the organization. ⇒ Eliminate obstacles to organizational excellence.
Achieve greater financial stability.	⇒ Leverage existing resources to support plan. ⇒ Increase private and corporate donations to CKI. ⇒ Explore additional sponsorships.
Create a new task force to develop action plans to implement the strategic plan.	⇒ Solicit additional feedback and ideas from membership. ⇒ Develop objectives and action plan. ⇒ Implement the entire strategic plan.

The Phase Two Task Force

To develop action plans to implement the strategic plan, a second strategic planning task force was established in October 2000 to solicit additional feedback and ideas from membership, develop objectives and an action plan, and to implement the entire strategic plan. It continued to be important that this task force have representation from the leadership of CKI, Kiwanis International, and the Kiwanis International staff. The following were selected to serve on the Phase Two Millennium Plan Task Force:

Jane Alexander	District Administrator of California-Nevada-Hawaii District for Circle K
Elizabeth Blair	Member, Circle K Club of University of California, Los Angeles
Kathleen Holt	1999-2000 Governor, Pacific-Northwest District for Circle K
Jim McAllister	Kiwanis International Trustee and Circle K Board Counselor
Chris Menhorn	Trustee of Circle K International
Robert Segovia	2000-01 Lieutenant Governor, Texas-Oklahoma District for Circle K
Sujal Shah	Past President of Circle K International
Lenny Simmons	District Administrator of Louisiana-Mississippi - West Tennessee District for Circle K
Matt Snowden	Trustee of Key Club International
Shishona Thurston	2000-01 Governor, Montana District for Circle K
Stephanie Viehman	Member, Circle K Club of University of Pittsburgh
Jeff Wolff	Assistant Administrator of the Capital District for Circle K and Past Trustee of Circle K International
Lanton Lee	Task Force Chairman and Past District Administrator of Ohio District for Circle K

The Phase Two Planning Process

To accomplish the objectives set before the Phase Two Task Force, two weekend meetings were conducted in November 2000 and April 2001. Both meetings were conducted at the Kiwanis International Office. In addition, Circle K district administrators' task force members met with the Circle K district administrators during the January Midyear Meeting. Also, the facilitator and the same district administrators met with the new Circle K District Governors and Administrators during the Governors and Administrators Training Conference (GATC) in early April.

The CKI leadership requested that each Circle K district governor appoint a liaison to work with the Phase Two Task Force. The district liaisons were established in each district and were either a district governor or were members appointed by the district governor.

The first meeting of the Phase Two Task Force reviewed the goals and desired outcomes developed by the Phase One Task Force. The discussions focused on soliciting additional feedback and ideas from membership so that during the second task force meeting, the objectives and action plan for each goal could be developed. Members of the task force considered the best ways to gather member input about the Millennium Plan goals. The task force developed an on-line, Web-based survey that was available from February 1 to April 1 to solicit Circle K member, Circle K officer, Circle K alumni, Key Club member, and Kiwanis member input about issues related to the goals of the Millennium Plan. In addition, each task force member was assigned three Circle K districts to work with the district liaisons to educate Circle K members about the Millennium Plan goals, promote the Web-based survey, and conduct focus groups at district and regional events. A PowerPoint presentation on the Millennium Plan was developed and used by the Task Force's CKI Trustee who trained the other CKI Board members during the January Board meeting. The second task force meeting was scheduled after April 1 so the task force could take full advantage of the Circle K district conventions as a way to promote, educate, and solicit member feedback on the Millennium Plan.

The second meeting of the Phase Two Task Force took place in April 2001 and included a review of the survey information and other collected data. Significant findings were discussed and noted. The task force then focused on defining objectives and action items for each Millennium Plan goal and desired outcome. The task force discussed timelines, resources needed, and recommendations for who would be responsible for coordinating the completion of the objectives and action items.

The Task Force reviewed and provided input into the final plan, which was drafted by the facilitator.

C. Current Status of CKI

Both task forces collected and reviewed a substantial amount of data and information about CKI. The information highlighted the positive aspects of CKI and showed areas of concern for CKI. The following are significant data or trends for CKI:

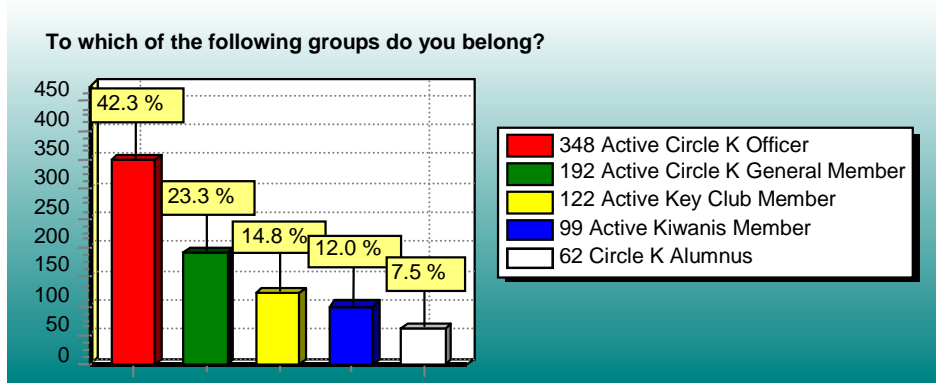
- To date, CKI members have raised more than US\$477,000 for the Kiwanis Worldwide Service Project
- During the 2000-01 year, clubs and members reported more than 350,000 service hours.
- During the past three years, Circle K International has experienced an annual increase in new clubs.
- Since the mandatory 20-member club minimum was incorporated, the average club size has jumped from 18 to 25.
- Circle K members are joining Kiwanis.
- At the end of the 2000 CKI administrative year:
 - 17 districts (57%) brought in less revenue in International dues than what CKI pays to support them. (12 districts had a difference in excess of \$2,000)
 - 8 districts (27%) were below charter requirements for a new district.
 - 3 districts (10%) had less than 125 paid members.
 - 8 districts (27%) averaged fewer than 20 members per club.
 - 23 districts (76%) averaged less than 25 members per club.
 - 13% of district officer positions remained vacant.
 - 8 districts (27%) had 10 or fewer chartered clubs.
 - 12 districts (40%) had 5 or more suspended clubs.

As this sample data demonstrates, there are areas of concern for CKI. There are positive aspects of the current status of CKI, which include growing membership numbers (while many other collegiate organizations are declining), commitment of the members to service projects, and a commitment to the Worldwide Service Project.

Web Survey Responses

As mentioned earlier in this report, the Phase Two Task Force conducted a Web-based survey during the planning process in February to April 8, 2001. A total of 875 responses were received for the survey. The survey offered a different set of questions for each of the following groups: Circle K officers, Circle K members, Key Club members, Kiwanis members, and Circle K Alumni.

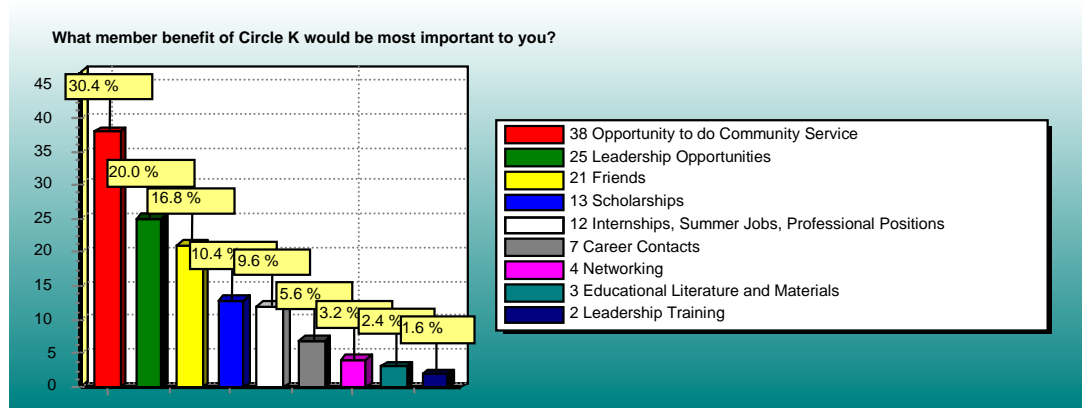
The breakdown of responses by group is listed below.



The following are significant findings from these surveys:

- When asked why they stayed involved, 24 percent of current CKI members reported they enjoy volunteering/helping the community
- When asked if they would be interested in using interactive computer-based training if made available, 77 percent of current CKI members reported they would be interested.
- Fifty-three percent of CKI officers responded that their club did not utilize the CKI Public Relations Kit to promote Circle K in their community or on their campus.
- When asked if their club had a growth plan in place, 45 percent of current CKI members responded that they didn't know, and 29 percent responded that their club did not have a plan.
- Sixty-six percent of CKI officers responded that they were either somewhat or very satisfied with their club/district officer training.
- When asked if their club had a new-member orientation program, 69 percent of CKI officers responded no.
- Over 74 percent of CKI alumni were very satisfied with their overall Circle K experience.
- More than 44 percent of the CKI alumni responding to the survey currently are members of Kiwanis. Eighty-six percent of those CKI alumni stated that their membership in Circle K played a significant role in their decision to join Kiwanis.
- Seventy-seven percent of the active Key Club members responded that they plan to join Circle K.

- When Active Key Club members were asked what member benefits of Circle K would be most important to them, they responded:



- When asked if their Kiwanis club has a Circle K program or presentation each year, more than 50 percent of the Kiwanis members replied no.

D. Trends on College Campuses and in Collegiate Organizations Today

Circle K International continues to be a viable organization on today's college and university campuses. Very few collegiate organizations can boast an international membership of almost 12,000 members, and very few are run by students at all levels of the organization. In nearly every other national collegiate organization, alumni make up the majority of the governing bodies. As "service learning" programs continue to develop at higher education institutions, Circle K has an opportunity to play a more significant role on today's and tomorrow's campus.

According to the Chronicle of Higher Education, trends on college and university campuses today include the following:

- Students entering colleges and universities are older than in previous years; many are married and have children.
- There are a greater number of options for campus activities with special interest organizations attracting more students.
- More colleges and universities are requiring community service as a part of the curriculum.
- Most student organizations are struggling because of competing demands on people's time. More students are working while attending school.
- The cost of higher education continues to escalate.

E. Facilitator Observations and Comments

The facilitator for the Phase Two Task Force, Lanton Lee, has had the opportunity to be a part of the Kiwanis family for more than 19 years, serving in numerous leadership positions in Key Club, Circle K, and Kiwanis, including club president at all three levels. He has attended 15 Circle K International conventions and served as a Kiwanis or faculty advisor to three different Circle K clubs. He has spent 12 years working in student affairs at colleges and universities. The following are his own observations and comments about CKI, Kiwanis International, and the planning process.

- *CKI is a strong and viable organization on today's college campus. CKI has managed to maintain and grow in membership numbers during the past few years while many collegiate student organizations struggle to grow and are losing members.*
- *Active Kiwanis involvement is vital to the long-term success of CKI at all levels of the organization (club, district, and International).*
- *CKI is a student-led organization and should remain so.*
- *To continue as a leading collegiate community-service organization, CKI must continue to evolve and change to meet the needs of today's college students.*
- *This plan should be a living document, reviewed monthly by the staff and quarterly by the Kiwanis International and Circle K International boards. Each year, the organization must evaluate progress and adjust goals according to conditions and new developments. The target dates for completion of recommended action items are general dates. Completion of goals will depend on the availability of staff and volunteer time and resources.*

F. Conclusion

The Millennium Plan is comprehensive, and all of the goals and objectives are important. The action plan was developed to advance the 11 goals established by the Phase One Task Force and, more specifically, to suggest ways to bring greater attention and service to individual Circle K members and their clubs. In creating the plan, the task force struggled with issues of bureaucratic hierarchy, district ownership, and eventual support of our work. While debate was vigorous, in the end, the group remained united in the belief that constructive change must occur over the next five years if the member is to be served and the organization, as a whole, is to grow and prosper.

Future teams working on the proposed action items must approach their work with openness and a broad perspective to avoid falling into the trap of “one size fits all.” Consideration must be given to the size of the districts, the number of clubs, and the types of colleges and universities with which they are affiliated. Also, when examining ways to “flatten the organization,” caution must be exercised to be sure that the International hierarchy (and its bureaucracy) is not just moved to a regional model. Regionalism in itself must be carefully studied to ensure that it brings about the intended cooperative opportunities that come from sharing resources and funding.

Wherever possible, as future committees begin their work, they must ask, “How can advanced technology support this effort and provide greater communication and services to our members?” Today’s Circle K members and those who will follow will expect nothing less from CKI and as such, it is the organization’s responsibility to meet or exceed those expectations.

This plan was developed with the idea that all objectives can be achieved—some more quickly than others. The committee recognizes that some actions are more daunting than others and, as such, will require more time and perhaps more money. But the investment in time and money will pay for itself in the improved organization that results.

II. Mission and Vision Statements

Statements of mission and vision are critical measures of evaluating progress and success. The mission is a statement of what Circle K International wants to become and for whom. The vision is a description of the desired future of the organization. After careful consideration of the current mission and vision, the Phase One Task Force proposed revised mission and vision statements as follows.

Mission

Circle K International develops college and university students into responsible citizens and leaders with a lifelong commitment to serving the children of the world.

Vision

The Vision of Circle K International (CKI) is to be the leading worldwide collegiate community-service organization meeting the needs of children.

III. SUMMARY OF MILLENNIUM PLAN GOALS

Goal I:	Strengthen leadership skills and membership retention in Circle K International clubs.	166
Goal II:	Increase the value of member benefits.	188
Goal III:	Increase membership by 5 percent for the first two years of the plan and by 10 percent for the following three years.	19
Goal IV:	Improve the quality of CKI training programs.	21
Goal V:	Establish CKI as the leading collegiate community-service organization.	23
Goal VI:	Provide effective and efficient communication and training, through the advancement of technology.	24
Goal VII:	Develop additional staff and volunteer positions to more effectively serve CKI clubs and develop prospective clubs.	266
Goal VIII:	Redefine the election process and the roles of the International Board to increase efficiency, reduce expenditures, ensure continuity, and be more focused.	28
Goal IX:	Flatten the organizational structure so clubs and members are the focus of the organization.	300
Goal X:	Achieve greater financial stability.	322

CKI	=	Circle K International
KCI	=	Key Club International
KI	=	Kiwanis International
DA	=	District Administrator
MRO	=	Membership, Recruitment and Orientation
FSR	=	Field Service Representative
IELI	=	International Experiential Leadership Institute

Goal I: Strengthen leadership skills and membership retention in Circle K International clubs.

Objectives	Action Items	Responsibility	Resources	Completion Date
A. Improve the awards program for member recognition.	Standardize district-based club and officer awards to International requirements.	KI Committee of Circle K DA, CKI Board	Existing district models (i.e., Capital District, etc.), International Award Forms	October 2002
B. Better utilize New Member Orientation materials (<i>This is CKI video, MRO Series, etc.</i>)	1. Modify district-based Distinguished Club President Award to require that all new members inducted that year receive a formal new-member orientation.	Staff	CKI Web site, Video, MRO series	April 2003
	2. Demonstrate to club presidents importance of member orientation.	District Governor/Chair, Staff	CKI Web site, MRO series	April 2002
	3. Create orientation video for club presidents. Modify training program materials.	CKI Board, Staff		NEED DATE
C. Increase sponsoring Kiwanis club involvement in strengthening CKI clubs.	Create incentive method to keep Kiwanis clubs accountable for their role in supporting a Circle K club.	KI Committee of Circle K DA	Staff, District KI/CKI governors	October 2002
D. Develop resources to assist with member retention.	1. Develop and/or modify resources for clubs to adopt for orientation.	CKI Board, Staff	MRO series	NEED DATE
	2. Provide forum for / encourage sharing of ideas.	CKI Board, Staff		NEED DATE
	3. Revise awards to emphasize retention.	CKI Board, Staff	Governing documents	NEED DATE

Phase Two Task Force Narrative:

In order for Circle K International to grow its membership at any substantial rate, greater investment needs to be made in the roots of the organization, namely the member clubs. The best way to strengthen the member clubs is for greater focus to be placed on the leadership skills of the officers within those clubs. However, strong leaders also must properly recruit and retain members to facilitate the fundamentals of service that are the core of the organization's values. Goals IV and VI also address strengthening leadership skills.

Objective A: To use the same criteria across multiple districts to evaluate officer performance, it is suggested that CKI standardize the club awards forms used in all districts.

Objective B: The club president should be required to conduct a formal new member orientation program each year and ensure that every new club member is properly inducted and educated on the organization. This will facilitate member retention.

Objective C: Sponsoring Kiwanis clubs have a responsibility to nurture their Circle K clubs to keep them strong and productive. The committee proposes creating an incentive program to keep Kiwanis clubs actively involved with their Circle K clubs above and beyond the credit they get for merely sponsoring the club itself.

Goal II: Increase the value of member benefits.

Objectives	Action Items	Responsibility	Resources	Completion Date
A. Achieve better utilization of benefits by members.	1. Increase exposure of the types and availability of member benefits on the International Web site, in mailings, CKI magazine, and e-mail reflectors.	Staff	Current CKI publications and resources	January 2003
	2. Increase the number of Internationally offered scholarships.	Staff		August 2003
	3. Improve notices of the scholarship application process and timelines.	Staff, CKI Board, District Boards		October 2001
B. Develop new member benefits.	1. Offer greater discounts with more student-focused national retailers.	Staff		October 2002
	2. Develop a Web-based system to work with corporate and nonprofit organizations to provide career opportunities.	Staff	YCPO Council, Foundation organization donors	October 2004
	3. Utilize the Kiwanis On-Line Community or its successor as a career network and resume bank, by posting summer jobs, internships, resumes, mentoring, and entry-level positions.	Staff	General mailings, Kiwanis publications	October 2002

Phase Two Task Force Narrative:

Actions must be taken to ensure that there is greater awareness of the benefits currently available to the members. The survey suggests that current discount programs are not viewed as appealing to the member; therefore, efforts must be made to offer discounts with more student-focused retailers available in the members' own locales.

Circle K members are interested in obtaining career internships with corporate or nonprofit organizations and see this as something Circle K should offer as a member benefit. It is believed that this could be an important partnership between Kiwanis and Circle K. By working together, internationally and in the districts, Circle K and Kiwanis not only would provide excellent career development opportunities; but they would strengthen Circle K clubs' member retention while promoting future membership in Kiwanis.

Goal III: Increase membership by 5 percent for the first two years of the plan and by 10 percent for the following three years.

Objectives	Action Items	Responsibility	Resources	Completion Date
A. Set district goals and create incentives associated with reaching or exceeding targets.	1. Establish goals based on membership statistics as of September 30.	CKI Board, Staff	Statistical data	April 2002 and annually
	2. Develop incentives such as discounted registration fees, recognition lunch at Convention, T-shirts, etc.	CKI Board, Staff		
B. Increase the number of past Key Club members joining CKI by 5 percent each year.	1. Revise the Key to College Program to include campus orientation, shadowing of Circle K members, recruitment, mentoring, and database management.	CKI Board, Staff		March 2002
	2. Explore opportunities for a greater presence at the Key Club district and International events.	CKI Board, KCI Board, Staff, KI Committee of Circle K DA, KCI DA		March 2002
	3. Encourage KCI to develop Distinguished Governor Awards criteria based on involvement of CKI in Key Clubs (for KCI to determine).	CKI Board, KCI Board, Staff, KI Committee of Circle K DA, KCI DA		
	4. Explore opportunities for a greater presence in Key Club publications and on KCI Web site.	CKI Board, KCI Board, Staff, KI Committee of Circle K DA, KCI DA		March 2002
C. Maintain charter strength requirements for both club and district (20 members per club/10 clubs/225 members per district).	Provide solutions and define ramifications when district requirements are not met.	CKI Board, Staff		October 2003
D. Design and implement recruitment and retention programs for non-traditional schools and universities.	1. Define non-traditional institution of higher learning within the governing documents.	CKI Board, Staff, KI Committee of Circle K DA		October 2004
	2. Consider additional club models that allow for the formation of a community-based CKI club, drawing from multiple campuses.	CKI Board, Staff, KI Committee of Circle K DA		October 2004
	3. Consider changing the membership requirements for nontraditional clubs.	CKI Board, Staff, KI Committee of Circle K DA		October 2004
E. Increase member diversity.	Create and implement a plan to seek members from diverse sources including academic, race, ethnicity, gender, nationality, etc.	CKI Board, Staff	Revised member recruitment materials	July 2002
F. Support the development of the collegiate service program worldwide.	Continue with the creation and implementation of a plan which supports international expansion.	CKI Board, Staff, KI Board		NEED DATE

Phase Two Task Force Narrative:

Activities in the districts and at the club level indicate that Circle K members respond favorably to incentive-based programs. As part of Goal III, the task force is proposing the use of more tangible incentives beyond the annual award recognition. The types and use of incentives will need to be studied, but discounted attendance at Internationally sponsored events was mentioned most prominently in the survey and has the likelihood of bringing about the most positive gain. There are approximately 50,000 Key Club members who graduate each year. Of that number, it is estimated that Circle K recruits 3 percent into its organization. The recruitment of Key Club members into Circle K must be pursued aggressively. To do this, there must be a stronger Key to College program that reaches out to Key Club members during the last year of their Key Club experience. Waiting until just before High School graduate has not worked. Future committees working on this initiative should include Key Club members.

Circle K must become even more creative in its recruitment of new members. Greater diversity of the members may be obtained by seeking potential members from non-traditional sources on campus. It also is proposed that a future work group design a club model that allows for the formation of community-based clubs that draw their membership from multiple colleges or universities that will not allow Circle K clubs on their campuses. These non-traditional clubs may also require different or modified minimum membership requirements.

Circle K needs to enforce its Bylaws that require that a district must maintain the 10-club/225 member minimum requirement, although this is a controversial issue. Currently, the amount of resources provided to districts is disproportionate to the amount of member dues collected to support the effort. At the end of the 2000 administrative year:

- 17 districts (57%) brought in less revenue through International dues than what CKI pays to support them.
- 8 districts (27%) were below the charter requirements for a new district.
- 3 districts (10%) had below 125 paid members.
- 8 districts (27%) averaged less than 20 members per club, 23 districts (76%) averaged less than 25.
- 8 districts (27%) had 10 or fewer chartered clubs.

During the 1999-2000 administrative year, Circle K International made a concerted effort to enforce the 20-member-minimum membership requirement for a club to be in good standing and eligible to receive Circle K benefits. This enforcement resulted in an increase in clubs in good standing and an overall membership of 11,800. Similar efforts to enforce the district requirement should net a similar membership gain.

Goal IV: Improve the quality of CKI training programs.

Objectives	Action Items	Responsibility	Resources	Completion Date
A. Assess training methods of other organizations (Greek, service, etc.)	Establish a committee to research and assess materials, models, methods, and technology for training.	Staff, CKI Board	Internet, Other comparable organizations	April 2002
B. Develop CKI Training Institute based on effective training models.	1. Establish Institute that will create programs and materials for experiential leadership training, officer training, new-member orientation, and professional development. Kiwanians, Certified Trainers, CKI Alumni, Circle K members, staff, and other appropriate individuals should be involved in the Institute.	Staff, CKI alumni, KI Committee of Circle K DA, Kiwanians	Certified Trainers, KI Committee of Circle K DA, Alumni, Faculty advisors	April 2003
	2. Create a professional presentation to promote and educate Kiwanis and other Kiwanis-family members on the benefits of Circle K.	Staff, KI Committee of Circle K DA, Kiwanis governors	Staff, KI Committee of Circle K DA	February 2002
C. Develop regional experiential leadership training conferences to maximize the number of CKI participants.	1. Assess training models of KC (Key Club) Weekend and CKI leadership retreats (i.e., Y'all, Midwest K-fest, etc.)	Staff, CKI Board	Staff, Past IELI models	April 2003
	2. Create a regional, financially self-sufficient leadership-training program, which will utilize professional facilitators and Certified Trainers.	Staff, KI Committee of Circle K DA, Kiwanis governors, Kiwanis district foundations, CKI alumni	IELI grads, Established programs (i.e., DELI)	October 2003
D. Coordinate and standardize training efforts with KI and Key Club.	1. Research and assess current training practices.	Staff	Current Training models	April 2003
	2. Develop core-training modules for standardized training programs.	Staff		October 2003

Phase Two Task Force Narrative:

After reviewing all of the surveys, the task force found that Circle members valued the training they received. It was specifically stated in multiple responses that it is a priority for Circle K International to spend money on effective and efficient training programs. Members stated they especially valued IELI (International Experiential Leadership Institute) and would like to see it reinstated by this plan.

The task force discussed the structures and missions of various national and international service and collegiate organizations. But time did not allow the task force to look at the training methods used by these organizations. The future committee assigned to this objective should begin by evaluating the training methods of Greek and other service organizations to see if any of their models can be applied to Circle K International.

The largest strategic planning item for this goal involves the creation of a CKI Training Institute. The CKI Training Institute will be composed of interested and experienced Kiwanians, Certified Trainers, CKI alumni, Circle members and staff. This institute would work not only to standardize the training programs and materials for Circle K and the rest of the Kiwanis family but also to focus on regionalizing successful programs like IELI. The Training Institute will work closely with the current Kiwanis International staff to create the most effective training programs and materials. The Institute will look at experiential training programs used by Key Club and other Circle K districts with the hope of regionalizing IELI. By regionalizing international experiential leadership training programs, CKI would be able to impact a much larger audience and have a more cost-effective program. The Institute also will be responsible for introducing and implementing on-line training modules, which are discussed in Goal VI.

Lastly, the task force felt that the training this plan supports also should cover the education of Kiwanians and other Kiwanis-family members about the benefits of Circle K. Hence, a professional presentation will be created and used at various events and meetings.

Goal V: Establish CKI as the leading collegiate community-service organization.

Objectives	Action Items	Responsibility	Resources	Completion Date
A. Increase visibility of CKI and the positive attributes of the program.	1. Educate and use Kiwanis and Key Club as a vehicle to “get the word out.”	Staff, KI Committee of Circle K DA	Web site	October 2002
	2. Establish external representative(s) to promote CKI to other nonprofit service organizations and potential corporate sponsors.	CKI Board, KI Board, Staff		September 2002
	3. Establish a “Best Practices” Program showcasing successful club service and fund-raising projects. Publicize widely to Kiwanis-family branches and other community-service organizations.	CKI Board, Staff	Web site, Award applications	September 2002
B. Bring clarity to the organizational identity.	Adopt the acronym “CKI” as organizational moniker and standardize its use in all marketing and public relations media.	CKI Board, Staff, KI Board		Update Periodically

Phase Two Task Force Narrative:

Achievement of this goal requires a multi-prong approach, calling upon all the resources Circle K has available. There needs to be a designated person who will act as the organization’s external representative. This individual’s main focus will be to network with other nonprofit organizations and potential corporate sponsors to spread the news of the impressive work performed by Circle K. The Circle K International President would be the most suitable person for this role.

Additionally, the task force encourages the development of a “Best Practices” campaign, which will showcase successful club projects both internally and to the public. This will increase the organization’s visibility while providing the recognized club with positive reinforcement of its achievements.

Circle K also has a responsibility to educate the other branches of the Kiwanis family so their membership can aid in getting the word out about the value of Circle K.

Lastly, the task force recommends that Circle K adopt the acronym “CKI” as it organizational moniker and standardize its use in all marketing and public relations media. In taking this step, the confusion with the convenience store will disappear.

Goal VI: Provide effective and efficient communication and training, through the advancement of technology.

Objectives	Action Items	Responsibility	Resources	Completion Date
A. Create a more timely and cost effective official publication for CKI.	1. Maintain annual Kiwanis-family magazine issue.	Staff		January 2002
	2. Replace remaining issues with timely content posted to CKI Web site.	Staff		October 2003
	3. Expand club spotlight, club clinic, and photo section.	Staff		October 2003
	4. Promote on-line version of Web magazine.	CKI Board, Staff, CKI governors	District reflectors (e-mail reminders)	October 2003
B. Create computer-based modules for the CKI Training Institute.	1. Restructure CKI Web site to provide modules of training materials available to all members at all levels of the organization.	Staff	CKI Web site	April 2004
	2. Create the following training modules: <ul style="list-style-type: none"> • Club Officer Responsibilities • New-Member Orientation • Election Process • Parliamentary Procedure • Fund Raising • Service Initiative • Public Relations • Sponsoring Kiwanis Club Responsibilities • Kiwanis and Faculty Advisor Responsibilities • Any other relevant topics 	Staff	Current CKI materials and resources, General leadership materials	April 2004
	3. Obtain professional development modules that will be for the exclusive use of Circle K members, such as but not limited to: <ul style="list-style-type: none"> • Grant Writing • Resume Writing • Interview Skills 	Corporate representatives, Staff CKI Training Institute	Professional development materials	October 2004
	4. Track member completion of modules by CKI member number.	Staff	Web site	April 2004
C. Provide opportunity for feedback from Circle K members.	Create on-line suggestion board, which will be forwarded to the Circle K International Office.	Staff	Web site	December 2002
D. Provide cost-effective and timely publications to its	Identify relevant materials to be sent to clubs and officers and convert remaining materials to	Staff	Current resources	August 2003

members.	electronic format.			
E. Maintain a progressive Web presence.	Create an ad hoc committee to annually review CKI Web site, other Web sites, and current trends to make recommendations for change.	CKI Board, Staff	Web sites	October 2001 and annually

Phase Two Task Force Narrative:

Because college students rely heavily upon the Internet for information, Circle K will ensure a stronger presence on the Web by implementing various interactive modules and resources into its Web site. The advancement of technology also includes the re-evaluation of printed materials and their distribution.

Objective A: A consistent theme was found in the surveys that Circle members don't view the CIRCLE K magazine as a resource. Since the magazine is a very time- and resource- (both cost and environmental) intensive product, the task force saw the future of the printed magazine as an on-line publication. With the magazine on-line, sections like the club spotlight, club clinic, and photo sections can be expanded. Also, because of the intrinsic value of the Kiwanis-family publication both—in education and exposure—Circle K will continue to contribute to that issue.

Objective B: The CKI Training Institute will work in conjunction with Webmasters to create interactive training modules. These modules will include but are not limited to basic club function and officer responsibilities, committee responsibilities, service initiatives, and professional development skills, such as grant writing, resume writing and interview skills.

Objective E: To ensure a progressive Web presence, it was advised that an ad hoc committee be created to review the CKI Web site, analyze its effectiveness, and make suggestions for any changes.

Goal VII: Develop additional staff and volunteer positions to more effectively serve CKI clubs and develop prospective clubs.

Objectives	Action Items	Responsibility	Resources	Completion Date
A. Supplement KI staff by developing internship opportunities through the International Office.	Define job descriptions of internship opportunities in the following areas: Technology, Convention Development, Growth Initiatives, Editorial, etc.	Staff	Alumni, KI foundation, sponsoring clubs, Funding: \$8,000	October 2001
B. Provide coordination between existing KI growth initiatives.	1. Align CKI Staff functions to coordinate with Kiwanis Club Development Managers to determine potential CKI growth.	Staff	Funding: \$36,000/annually	October 2002
	2. Expand Certified Trainer program to reach a larger number of individual clubs.	Staff	Certified Trainer Program	January 2002
C. Research the feasibility of Field Service Representatives to evaluate and assist CKI clubs.	1. Create job descriptions.	Staff, KI Board	Kiwanis model for Club Development Managers	October 2004
	2. Determine financial impact.	Staff, KI Board		October 2004
	3. Identify number of FSRs necessary.	Staff, KI Board		October 2004
	4. Create club-evaluation structure.	Staff, KI Board		October 2004
	5. Hire and train individuals.	Staff, KI Board		October 2004
D. Develop organized alumni involvement in CKI.	1. Utilize consistent Kiwanis-family member ID numbers to track past sponsored youth.	Staff	Project Phoenix	October 2002
	2. Establish Annual CKI Alumni Giving Campaign in support of the Tomorrow Fund: cold calling, directed mailing campaign.	Staff	Project Phoenix, Alumni associations, District Governors	April 2003

Phase Two Task Force Narrative:

To provide more services directly to the member clubs, staff needs to have more people involved with Circle K in more diverse roles than what currently exists.

Objective A: Supplement existing paid Circle K International staff with interns (paid or unpaid) in several key areas: Technology, Convention Development, Growth Initiatives, Editorial, etc. These positions easily could be filled with recent graduates and could be an initiative with various colleges and universities with credited internships for current students.

Objective B: Currently the positions of Growth Team Coordinator and Certified Trainer are utilized in some districts; however, there are not resources allocated to manage the efforts of these programs at the International level. The creation of a new staff position to manage the efforts of the individuals in the field and help them focus on areas that are in need of further development is critical.

Objective C: The main role of Circle K lieutenant governor is to provide communication among clubs in each division. However, many lieutenant governor positions are vacant. Create a field representative to be a member of the CKI staff, trained and accountable to International Office who would visit each Circle K club in an assigned area to evaluate the club and assist them in areas where they are weak.

Objective D: An organized use of Circle K alumni would greatly benefit the organization. In coordination with Project Phoenix, utilize new Kiwanis-family member ID numbers to keep track of past members of sponsored youth groups. Also, develop a formalized giving program with alumni and promote it through telemarketing and direct mail, where affordable.

Goal VIII: Redefine the election process and the roles of the International Board to increase efficiency, reduce expenditures, ensure continuity, and be more focused.

Objectives	Action Items	Responsibility	Resources	Completion Date
A. Increase Circle K International Board efficiency.	1. Reduce Circle K International Board to one President, one Vice-President, and five Trustees (elected by regional caucuses at annual International convention).	CKI Board, KI Committee of Circle K DA	Governing documents	May 2003
	2. Evaluate regional boundaries at least every five years.	CKI Board, Staff	Current documents	January 2006
	3. Move Circle K International Board materials to CD-ROM, keeping the hard copies at the CKI Office.	CKI Board, Staff		October 2001
B. Redefine the roles and responsibilities of the Circle K International Board to be more efficient and focused.	1. Redefine the role of the President to be an external representative of CKI.	CKI Board, Staff	Governing documents	June 2002
	2. Redefine the role of Secretary to Vice-President, with the duties being predominately internally focused.	CKI Board, Staff	Governing documents	June 2002
	3. Redefine the role of the Trustees to be a policy- and program-oriented position representing the interests of the members in their region, and eliminating formal counseling and visitation duties.	CKI Board, Staff	Governing documents	June 2002
C. Enhance/assess Circle K International election process.	1. Eliminate the “drop-down” rule in the Circle K International election process.	CKI Board, Staff	Governing documents	June 2002
	2. Increase and/or re-allocate caucus time in Circle K International elections to include education on the roles of the Board and time to question candidates.	CKI Board, Staff	Caucus materials	June 2002 and annually
	3. Introduce “no confidence” option to the Circle K international election process.	CKI Board and Staff	Governing documents	June 2002

Phase Two Task Force Narrative:

Objective A #4: Certified Trainers should visit clubs at least once a year to complete training and assess needs of the club. This gives clubs a direct benefit for their dues dollars.

Objective B: To evaluate the positions and duties of the Circle K International Board, the task force looked at what Board members were responsible for and the cost to perform those duties. To cut down on unnecessary expenditures, the task force felt it was necessary to eliminate some of the many travel costs that accompany the duties of the Board. To make each CKI dues dollar the most effective possible, the task force recommends that the President no longer serve as an internal representative who visits Circle K clubs throughout Circle K International, but rather becomes its external representative and spokesperson. In this capacity, the President would represent all of Circle K International to other community-service groups like COOL, Alpha Phi Omega, and other international collegiate organizations. As an external representative, the President would better serve Circle K International and advance the goal of making Circle K International the leading collegiate community service organization in the world. To further the efficiency of the Board and allow the President to be an external representative, the Secretary's title and role would be changed to Vice-President and internally focused with an emphasis on overseeing the operational needs of the Board and the districts.

Currently, the Trustees have a counseling function that is not explicitly laid out in their job description. Because this counseling role has become part of the understood function of the Trustee, it is necessary to redefine the Trustee's role to be more of a policy- and program-oriented position representing a constituency made up of a region, including the Trustee's home district. The regional members would elect the Trustees during their convention. Not only would these changes eliminate some travel costs, but also the Trustee would have a natural loyalty to the region and, as such, would be better able to represent the interests of his or her region.

Objective C: The survey results reflected that the membership has very little knowledge of the Circle K International election process and the roles of the different officers. Therefore, the committee feels that in changing the election process, CKI should change the caucusing procedures to allow for more time to orient the caucus participants and question the candidates. In providing this additional time for caucusing, caucus leaders can educate the participants on both the process and the specific duties of the various candidates running for office. Also, the participants will have a greater opportunity to more thoroughly question the candidates and learn about their experience and capabilities. Many survey respondents did not think the candidates should be able to "drop down" if they did not win the office they originally were running for. For example, if an individual decides to run for President and does not win, he or she now has the option of "dropping down" to Secretary or Trustee. As noted by the respondents, if an individual runs for a particular office, it is implied that office is the one the individual believes qualified for—not another position that becomes available solely because of the "drop down" rule. Another issue consistently mentioned by members was the lack of qualified individuals. To combat this problem, the task force feels that a "no confidence" option should be introduced to the CKI election process so members and clubs can expressly "voice" their lack of support for candidates they feel are not qualified. Currently, the election procedures require a delegate to vote for five (5) individuals for the office of Trustee, regardless of whether he or she feels there are five qualified candidates. The "no confidence" procedure would allow a delegate to not vote for unqualified individuals.

Goal IX: Flatten the organizational structure so clubs and members are the focus of the organization

Objectives	Action Items	Responsibility	Resources	Completion Date
A. Focus resources (monetary and personnel) on clubs and members.	Examine revisions to and consolidation of districts, district officers, and administrative functions	CKI Board, Staff, KI Committee of Circle K DA	Governing documents	October 2001
B. Create regional structure for the purpose of electing regional Trustees and collaborative training initiatives.	Group districts into five regional areas.	CKI Board and Staff, KI Committee of Circle K DA	Current documents	June 2002
C. Create less bureaucratic leadership/training structure.	1. Conduct five regional fall training conferences for club members.	Staff, CKI Board	Models of KC Weekends, District Fall Training Conferences, IELI	October 2004
	2. Create Circle K International committee structure composed of Governors and International Board members.	CKI Board, Staff		July 2005
	3. Conduct five regional conventions for club members.	Staff, CKI International Council	Models of KC Weekends, District conventions, IELI	February 2006
	4. Research multiple-year positions for Circle K International Board.	CKI Board, Staff		May 2006
	5. Develop procedures for Trustees to be elected at regional conventions annually.	CKI Board, Staff		February 2006

Phase Two Task Force Narrative:

Objective A: The CKI Board, Staff and the Kiwanis International Committee of Circle K District Administrators should examine the administrative structure of the organization at the district level in order to focus on clubs and members. The Circle K International structure should be modified to focus on clubs and members through implementation of Goal VIII.

Recommendation from the Kiwanis International Board: Districts shall be led by a Presidents Council, consisting of the president of each Circle K club in the district. The position of lieutenant governor shall be phased out. The District Governor shall preside over the Presidents' Council at its periodic meetings and serve as an external representative within the district.

Objective B: To more effectively serve clubs and members, the CKI Board, Staff, and Kiwanis International Committee of Circle K District Administrator should develop five regional areas in order to conduct collaborative conferences and conventions and to elect regional trustees.

Objective C #1: Members will receive a more "International" experience by combining Fall Conferences into regional conferences. With this, members could get to know more people from their region and combine resources for a stronger program. This is an answer to the request to bring back IELI.

Objective C #2: This is to occur after districts have been grouped into regions. As Trustees are performing less as counselors and as there are less Board members to do the work, districts can have a more hands-on approach to Circle K International committee work. By placing governors from within a region on Circle K International committees, they will be able to more directly influence the policies and programs developed by CKI.

Objective C #3: By 2006, CKI will have begun looking for a more regional experience with greater attendance. By attending a large-scale convention with grouped resources, the members can raise excitement and get to know one another better. Moving toward more regional training experiences, such as IELI, will promote collaboration between neighboring districts while offering members unique leadership training and development opportunities. Proven programs, such as Y'all Conference, Kiwanis Family Conference, Midwest K-Fest, and PNW's DELI, suggest that regional training can provide added value to the member experience without being excessively costly.

Objective C #4: This is a suggestion that the CKI Board research the possibilities for multiple-year positions for the Board. This would allow for more continuity among boards and answer requests from the survey.

Objective C #5: This is another 2006 goal that is based on the assumption that regional conventions are conducted and deemed a success. As the membership becomes comfortable with/excited about the changes to regions, the Trustees could be elected at the regional convention to increase the direct interaction with the Trustee. This also could lead to the multi-year- or staggered- terms between the Circle K International Board and district conventions.

Goal X: Achieve greater financial stability.

Objectives	Action Items	Responsibility	Resources	Completion Date
A. Increase member dues and awareness of utilization.	1. Modify CKI operational plan procedure to tie actual spending to budgetary estimates.	Staff	Operational plans, Current membership statistics	November 2001
	2. Research the actual cost of CKI membership.	Staff, CKI Board	Operational plans, Current membership statistics	October 2001
	3. Develop dues increase presentation.	CKI Board	1997 Dues increase presentation, Operational plans, Current membership statistics	January 2002
	4. Deliver presentation to district conventions.	CKI Board	CKI web site	Spring 2002
	5. Gain approval by House of Delegates.	CKI Board	CKI web site, District conventions, International Convention	August 2002
B. Provide tools for clubs to raise funds for their service and administrative accounts.	1. Create models for Kiwanis-CKI joint fund-raising activities.	CKI board subcommittee on Kiwanis-family relations	Manager of Youth Funds	April 2002
	2. Create guidelines to assist Circle K clubs in soliciting Student Government Association or Student Activities Office/Fees funding.	Staff	Existing CKI clubs that have received SGA funding	April 2002
C. Develop corporate sponsorships.	Identify potential corporate sponsorships that would benefit college students and solicit sponsorship.	Staff	CKI board, CKI alumni (reference goal # II)	August 2002
D. Help Kiwanis clubs provide better funding to their Circle K clubs.	1. Provide detailed analysis of funding data collected by Millennium Plan survey.	CKI Board, Staff	Survey results, CKI statistical data	April 2002
	2. Revise appropriate guidelines for sponsoring Kiwanis club funding support.	KI Committee of Circle K DA, KI Board		October 2003
	3. Promote guidelines to Kiwanis clubs.	Staff, KI Board, Kiwanis Governors	CKI/ KI Web site	November 2003
E. Utilize advanced technologies to provide materials to member clubs.	Identify relevant material to be sent to clubs and replace costly printing and postage of all other material expenses with Web site, e-mail, and CD-ROM/DVD-ROM distribution.	Staff	CKI Web site	August 2002

F. Reduce International Board expenses.	1. Evaluate the role, position, and number of CKI Trustees. See Goal VIII.	CKI Board, Staff, KI Committee of Circle K DA		May 2003
	2. Based on proposed reorganization, eliminate travel expenses for counseling visits.			