

CHAPTER XIV LEADERSHIP

A. LEADERSHIP DEVELOPMENT PROGRAM

1. Mission Statement

On behalf of the board, our mission is to improve the quality of Lions leadership.

2. Goals

- a. Set strategy and evaluate results to ensure effectiveness
- b. Make programs available to all constitutional areas
- c. Ensure that programs are culturally adapted
- d. Develop programs that are on the cutting edge of learning opportunity and technology
- e. Develop programs of credibility and highest quality
- f. Inspire and motivate Lions to seek out and assume leadership responsibilities at all levels of the Association

3. Program Objectives

- a. To expand and make more effective the association's humanitarian services and to expand and strengthen the association's fellowship by improving the quality of Lions leadership through systematic, accessible, high quality learning opportunities.
- b. To continually develop and enhance critical leadership skills in multiple district, district, and club officers by providing opportunities for participation in institutes and seminars which are conducted according to internationally acknowledged standards of excellence. The ultimate goal is for Lions to learn and experience what it means to be a Lion and to be inspired to pursue higher positions of leadership for the benefit of all Lions.
- c. To obtain maximum attendance and participation in these programs by presenting them in challenging and relevant ways.
- d. To continually develop Lions who are able to design, organize, promote, and conduct effective leadership development programs.
- e. To provide ongoing consultation and support in the area of leadership development and training for Lions involved in membership growth.

4. General Policy

- a. The Leadership Program shall be implemented according to policy as established by the International Board of Directors.
- b. Specific leadership programs and materials shall be proposed, designed and developed by the Leadership Division in collaboration with the Leadership Committee.
- c. Program dates, locations and overall evaluations shall be reported by the Leadership Committee to the International Board of Directors.

5. Operating Policies

- a. **Expense Reimbursements**
Lions Clubs International will pay specific expenses and/or reimburse participants as approved within each program, in accordance with the Rules of Audit.
- b. **Official Languages**
All leadership development materials will be produced in the Association's official languages. Participants in leadership development events will receive training in one of the Association's official languages.

B. CLUB OFFICER ORIENTATION

1. Single and sub districts shall conduct a club officers orientation program annually prior to July 1 according to the policy and procedures established by the International Board of Directors.

C. MULTIPLE DISTRICT ORIENTATION OF DISTRICT GOVERNORS-ELECT

1. Multiple districts, either individually or jointly, shall conduct an orientation program prior to the International District Governors-Elect Seminar for the incoming district governors and/or vice district governors according to the policy and procedures established by the International Board of Directors. The GLT-MD is to coordinate the seminar in consultation with the respective GLT area leader and the council of governors.
2. The Association shall provide multiple districts access to the District Governor Team Manual in the appropriate Lions Clubs International official language.

D. INTERNATIONAL DISTRICT GOVERNORS-ELECT SEMINAR

1. The International District Governors-Elect Seminar shall be conducted prior to the International Convention.
2. The seminar faculty appointments shall be subject to the approval of the Executive Committee during the August Executive Committee Meeting preceding the respective District Governors-Elect Seminar. Subsequent revisions to the faculty team shall be subject to the approval of the Executive Committee.
3. The seminar plan, including the schedule, curriculum, and budget shall be subject to the approval of the International Board of Directors.
4. The Leadership Division shall be responsible for the design and development of the Vice District Governors/District Governors-Elect Training Program curriculum including the District Governors-Elect Seminar, in consultation with the incoming international president and/or his/her designate, to prepare the first vice district governors/governors-elect for their term as district governor. The following topic areas are to be included:
 - Goal Setting
 - Team Management
 - Communication Skills
 - Managerial/Administrative Skills
 - LCI Resources
 - An orientation program for adult companions of district governors-elect shall be included in the District Governors-Elect Seminar program.
5. The second vice president shall select a Lion to serve as District Governors-Elect Seminar chairperson for the year in which the individual serves as the first vice president.
6. Qualified candidates for the position of District Governors-Elect Seminar Chairperson shall meet the following requirements:
 - a. Served as a District Governors-Elect Seminar group leader during the 10 years prior to the year in which the individual will serve as chairperson or present similar experience in LCI-sponsored training programs or equivalent multiple district or higher level training events.
 - b. Completed a term as district governor
 - c. Ability to speak and understand English
 - d. Ability to effectively use the Internet, LCI website and electronic mail
 - e. Not endorsed and certified for international office from the beginning of the term as District Governors-Elect Seminar vice chairperson through the seminar for which the individual serves as chairperson.
7. The District Governors-Elect Seminar chairperson shall serve as vice chairperson during the year immediately preceding the seminar which he/she will chair.

8. The Association shall reimburse the expenses for the District Governors-Elect Seminar's incoming president, chairperson and vice chairperson according to established Rules of Audit, in the following situations:
 - a. **Incoming President**
 - (1) A site inspection one year prior to the location where the incoming president's seminar is being conducted transportation, lodging, meals for incoming president and one adult companion.
 - b. **Chairperson**
 - (1) One site inspection to the site of the District Governors-Elect Seminar that will occur during the chairperson's term as seminar chairperson -transportation, lodging, meals.
 - (2) The seminar itself - transportation, lodging, meals - for chairperson and one adult companion.
 - (3) Two trips to headquarters for a combined maximum of three nights and four days.
 - (4) Any additional trips to the seminar site or headquarters require the approval of the international president.
 - c. **Vice Chairperson**
 - (1) One trip to headquarters for a maximum of two nights and three days.
 - (2) The seminar itself transportation, lodging, meals for vice chairperson and one adult companion.
9. The second vice president, in consultation with his or her selected District Governors-Elect Seminar chairperson and the Leadership Division Manager shall select Lions to serve as group leaders for the year in which the individual serves as first vice president.
10. Qualified candidates for the position of District Governors-Elect Seminar Group Leader shall meet the following requirements:
 - a. Served as teaching faculty for LCI-sponsored training including Senior Lions Leadership Institute, Faculty Development Institute, previous MERL Chairpersons Seminar, District Governors-Elect Seminar or equivalent multiple district or higher level training events including GMT and GLT training.
 - b. Not served as District Governors-Elect Seminar group leader for the five consecutive years prior to the year in which the individual will serve as group leader

- c. Completed a term as district governor
- d. Fluency in assigned teaching language
- e. Ability to speak and understand English, or local access to non-LCI translation services.
- f. Ability to effectively use the Internet, LCI website and electronic mail
- g. Agree to present board approved LCI curriculum
- h. Not endorsed and certified for international office from the beginning of the term as District Governors-Elect Seminar group leader through the seminar for which the individual serves as group leader.

11. Faculty

- a. The Association shall pay faculty members not covered under any other Rules of Audit, ten (10) days hotel and meals. When traveling to the District Governors-Elect Seminar and flying time for round trip travel exceeds ten hours, not including time on the ground for connecting flights, travelers are allowed one day of rest at the site of the seminar. One night hotel and meal expenses for a rest day will be reimbursed. A day of rest is not authorized for return trip home.
- b. All travelers are expected to follow the annual guidelines provided by Lions Clubs International Travel Department when making travel arrangement.
- c. One (1) economy roundtrip airline ticket for faculty member by the shortest and most direct route for the approved travel dates only. Reimbursement for one (1) economy roundtrip airline ticket for one adult companion not to exceed US\$500.00. Final airfare reimbursement will be based on actual costs and original receipts.

E. FIRSTYEAR DIRECTORS ORIENTATION

- 1. The international president shall hold a preliminary orientation session for first year directors following the international convention.

F. ONGOING LEADERSHIP PROGRAMS

1. Advanced (Senior) Lions Leadership Institute

- a. The purpose of the Advanced (Senior) Lions Leadership Institute is to provide Lions an opportunity to enhance critical skills in preparation for leadership responsibilities at the zone, region and district levels.
- b. Qualified candidates for Advanced (Senior) Lions Leadership Institutes are Lions who have completed a successful term as club president, but have not yet attained the position of first vice district governor. Current club presidents may be considered on a space available basis.
- c. The budget, locations, curriculum, schedule, Lions faculty, participant qualifications and selection procedures will be determined by the Leadership Division in consultation with the Leadership Committee and the GLT leaders of the constitutional area.
- d. All faculty members are expected to adhere to established Advanced (Senior) Lions Leadership Institute curriculum.
- e. The district of a respective Advanced (Senior) Lions Leadership Institute participant will be billed one night sleeping room charge and one day meals cost for each day that the participant is absent for a portion of or all of the institute classes. This charge will defray Association expenses incurred for accommodations and meals for nonparticipating attendees.

An administrative officer shall have the power to waive the fee when there are circumstances that, in the officer's opinion, warrant cancellation of the charge.

- f. Lions Clubs International will pay for each participant's meals and lodging during the actual days of the institute. Additionally, upon approval to attend the institute, a non-refundable participation fee of US\$95.00 will be required to offset these costs. Participants are responsible to pay for their own transportation and related travel expenses to and from the institute. All participants must stay at the designated institute facility and must attend all institute sessions and organized meals.

2. Faculty Development Institute

- a. The purpose of the Faculty Development Institute is to increase the number of quality instructors within Lions Clubs International while enhancing the skills of experienced Lions faculty.
- b. Qualified candidates for Faculty Development Institutes are Lions with some experience in training and a keen interest in contributing as faculty to high quality leadership development training in their area.
- c. Lions participating in this four-day course will be required to conduct a training event within 6 (six) months of the institute, in order to be considered a graduate of the Faculty Development Institute program.

- d. The budget, locations, curriculum, schedule, Lions faculty, participant qualifications and selection procedures will be determined by the Leadership Division in consultation with the Leadership Committee and the GLT leaders of the constitutional area.
- e. All faculty members are expected to adhere to established Faculty Development Institute curriculum.
- f. The district of a respective Faculty Development Institute participant will be billed one night sleeping room charge and one day meals cost for each day that the participant is absent for a portion of or all of the institute classes. This charge will defray association expenses incurred for accommodations and meals for non-participating attendees.

An administrative officer shall have the power to waive the fee when there are circumstances that, in the officer's opinion, warrant cancellation of the charge.

- g. Lions Clubs International will pay for each participant's meals and lodging during the actual days of the institute. Additionally, upon approval to attend the institute, a non-refundable participation fee of US\$95.00 will be required to offset these costs. Participants are responsible to pay for their own transportation and related travel expenses to and from the institute. All participants must stay at the designated institute facility and must attend all institute sessions and organized meals.

3. Emerging Lions Leadership Institute

- a. The purpose of the Emerging Lions Leadership Institute is to build the skills of Lions members for leadership opportunities at the club level, including the position of club president.
- b. Qualified candidates for Emerging Lions Leadership Institutes are Lions in good standing who have successfully served on a club committee and who have not yet attained the level of club president. Charter club presidents are also eligible for this institute.
- c. The budget, location, curriculum, schedule, Lions faculty, participant qualifications and selection procedures will be determined by the Leadership Division in consultation with the Leadership Committee and the GLT leaders of the constitutional area.
- d. All faculty members are expected to adhere to established Emerging Lions Leadership Institute curriculum.
- e. The district of a respective Emerging Lions Leadership Institute participant will be billed one night sleeping room charge and one day meals cost for each day that the

participant is absent for a portion of or all of the institute classes. This charge will defray Association expenses incurred for accommodations and meals for nonparticipating attendees.

An administrative officer shall have the power to waive the fee when there are circumstances that, in the officer's opinion, warrant cancellation of the charge.

- f. Lions Clubs International will pay for each participant's meals and lodging during the actual days of the institute. Additionally, upon approval to attend the institute, a non-refundable participation fee of US\$95.00 will be required to offset these costs. Participants are responsible to pay for their own transportation and related travel expenses to and from the institute. All participants must stay at the designated institute facility and must attend all institute sessions and organized meals.

(1) Regional Lions Leadership Institute

- a. The Regional Lions Leadership Institute is a grant program allowing multiple districts to apply for funding to support leadership institutes at the multiple district level. Applications from single and sub district will be considered only if Regional Lions Leadership Institute funding remains available.
- b. A maximum of one Regional Lions Leadership Institute will be allowed per multiple district per year. Additional institutes will be considered only based on geographic need and only if Regional Lions Leadership Institute funds remain available.
- c. An amount up to US\$143 per confirmed participant is allowed per approved Regional Lions Leadership Institute, up to a maximum of US\$10,000, for funding applicants receiving Regional Lions Leadership Institute funding for the first and second time.

An amount up to US\$143 per confirmed participant is allowed per approved Regional Lions Leadership Institute, up to a maximum of US\$7,500, for funding applicants that have previously received Regional Lions Leadership Institute funding support two or more times.

- d. The funding applicant must provide funds equal to 50% of the total cost of the Regional Lions Leadership Institute from non Lions Clubs International sources.
- e. Application Procedure
 - (1) Completed Regional Lions Leadership Institute Funding Applications must be received by the Leadership Division no later than the specific application submission deadline. To qualify for consideration, applicants must provide all information required on the form. No funds will be reserved for a specific Regional Lions Leadership Institute until a completed application and all required information has been received, reviewed and approved by the Leadership Division.

- (2) Upon approval, the Leadership Division will issue a Regional Lions Leadership Institute Agreement (contract), which must be reviewed, signed, and returned to the Leadership Division within 60 days to secure funding. In the event that an agreement is not received by the Leadership Division within the specified timeframe, reserved funds will be released and made available to other applicants.
- f. Approved applicants will receive a partial payment in the amount of 50% of the reserved amount of funds prior to the institute. The balance due will be determined by actual eligible expenses incurred, not to exceed the total amount reserved, and will be paid only upon receipt of all required documents and receipts. The total amount of reimbursement may not exceed 50% of the total cost of the Regional Lions Leadership Institute.
- g. The Leadership Division shall provide curriculum and guidelines to maximize the quality of each Regional Lions Leadership Institute.
- h. The multiple (or single or sub) district is responsible for its Regional Lions leadership Institute. While Lions Clubs International provides funding and curriculum support, it is not liable for multiple (or single or sub) district operations and/or any expenses associated with the Regional Lions Leadership Institute.

G. GLOBAL LEADERSHIP TEAM: MULTIPLE DISTRICT, SINGLE DISTRICT AND SUB-DISTRICT

a. Purpose

Operating in collaboration with the Global Membership Team (GMT), the purpose of the Global Leadership Team (GLT) is to identify and cultivate effective leaders through active training and leadership development initiatives.

b. Collaboration with the Global Membership Team (GMT)

Both the GLT and GMT work in coordination with the District Governor Team at the district level, and the Council Chairperson and Council of Governors at the multiple district level. The integrated efforts of the GLT, GMT and multiple district and district leaders focus on effectively addressing specific growth and development needs while building the membership base and improving club health, and enhancing the quality of leadership at all levels.

c. Structure and Appointments

The GLT structure consists of Lions leaders designated to serve specific areas, including multiple districts, single district and sub-districts. GLT members are appointed for a three year term and are subject to annual review and confirmation of appointment or removal based on performance by the International President. Information related to the overall GMT and GLT structure and appointment procedures appears in Chapter IX (District Officers & Organization), paragraph M. of the Board Policy Manual.

- (1) Multiple District Level: Each multiple district has a GLT (GLT-MD), comprised of a GLT-MD Coordinator, the Council Chairperson, and up to three additional qualified Lions with expertise in leadership development. The GLT-MD works in a cooperative manner with the GMT-MD.
- d. When a new GMT/GLT three year term begins, the Council of Governors, in consultation with the respective GLT Area Leader and Council Chairperson, is responsible for appointing GLT-MD members, including the GLT-MD Coordinator and others, for a three year term, subject to annual review and confirmation of appointment or removal based on performance by the International President.
- (1) Single District Level: Each single district has a GLT (GLT-D), comprised of a GLT-D Coordinator, the District Governor Team, Region Chairpersons (where applicable) and Zone Chairpersons, with the Second Vice District Governor serving as the primary GLT liaison to the District Governor Team. Other qualified Lions may be added as necessary. The GLT-D works in a cooperative manner with the GMT-D. ~~Single District Level: Each single district has a GLT (GLT-D), comprised of a GLT-D Coordinator and the District Governor Team, with the Second Vice District Governor serving as the primary GLT liaison to the District Governor Team. Other qualified Lions may be added as necessary. The GLT-D works in a cooperative manner with the GMT-D.~~
- e. ~~When a new GMT/GLT three year term begins, the District Governor Team, in consultation with the respective GLT Area Leader, is responsible for appointing GLT-D members, including the GLT-D Coordinator and others, for a three year term, subject to annual review and confirmation of appointment or removal based on performance by the International President. When a new GMT/GLT three year term begins, the District Governor Team, in consultation with the respective GLT Area Leader, is responsible for appointing GLT-D members, including the GLT-D Coordinator and other team members, for a three year term, subject to annual review and confirmation of appointment or removal based on performance by the International President.~~
- (1) Sub-District Level: Each single district has a GLT (GLT-D), comprised of a GLT-D Coordinator, the District Governor Team, Region Chairpersons (where applicable) and Zone Chairpersons, with the Second Vice District Governor serving as the primary GLT liaison to the District Governor Team. Other qualified Lions may be added as necessary. The GLT-D works in a cooperative manner with the GMT-D. ~~Sub-District Level: Each sub-district has a GLT (GLT-D), comprised of a GLT-D Coordinator and the District Governor Team, with the Second Vice District Governor serving as the primary GLT liaison to the District Governor Team. Other qualified Lions may be added as necessary. The GLT-D works in a cooperative manner with the GMT-D.~~
- f. When a new GMT/GLT three year term begins, the District Governor Team, in consultation with the respective GLT Area Leader and GLT-MD Coordinator, is responsible for appointing GLT-D members, including the GLT-D Coordinator and other

team members, for a three year term, subject to annual review and confirmation of appointment or removal based on performance by the International President.

g. GLT Responsibilities

The GLT encourages the identification and development of leaders while providing relevant training, education, mentoring and motivation to maximize effectiveness. Detailed information related to specific GLT responsibilities appears in the position descriptions for the GLT-MD coordinator and GLT-D coordinator.