

**SERVICE CLUBS OF THE 1990S  
IN KOSCIUSKO COUNTY:  
ARE THEY DYING?**

**KOSCIUSKO LEADERSHIP ACADEMY  
WHITE PAPER PROJECT**

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# SERVICE CLUBS OF THE 1990S IN KOSCIUSKO COUNTY: ARE THEY DYING?

## EXECUTIVE SUMMARY

The purpose of this study was to assess the health of service clubs in Kosciusko County. The scope was to define the purpose of service clubs, document their strengths and weaknesses, and share the research findings with the leadership of clubs in the county.

Techniques employed in the research included mailing a questionnaire to thirty service clubs within the county, conducting one-on-one interviews with county citizens, interviewing educational, political and community leaders, and visiting several club meetings.

Most clubs define their purpose as to "serve the needs of the local community." Service is comprised of financial contributions into the community and projects to better the community or the lives of individuals in need. Money is generally raised through food sales or through sales of different products at festivals and fairs. Scholarships and youth programs are the primary focus of these monies. Other projects focus on community beautification or toy and food donations to the less fortunate. Service clubs work closely with local school, fire, police, and social agencies.

The commitment and enthusiasm of members, along with their philanthropy are strengths of clubs. Areas of weakness include lack of younger members and membership retention. An awareness gap of who clubs are and what they do was discovered among community people. Lack of a detailed, long-term plan or objective seems to be a contributing factor to the slow decline of several clubs.

Demographically, Kosciusko County is primed to foster growth in service clubs. Population and job creation trends show faster growth rates than national and state projections. A shift in the population makeup to older age brackets is forecasted.

The cutback in government programs and finances is causing an increase in the level of volunteerism to social/service organizations. Two factors which are

impairing continued increases in volunteerism are club bureaucracy and fragmentation. An additional value shift to a "me" or "self" orientation is hampering new member recruiting and service to others. A consumer mentality of members over selfless motivation has eroded loyalty to social concerns. With the busy pace of society today, too traditional an approach and the myriad of choices for service, successful clubs have had to recognize and adapt themselves in light these changes in society.

Are clubs dying? For several clubs unfortunately it appears this may be the diagnosis. For a minority of clubs, the answer is definitely not. The research indicates that many clubs are sick and struggling. The research points to several remedies. First, recognize the difference of society in the 1990s and adapt to meet the changing needs, changing values and changing motivations of people. Opening up membership recruiting and raising awareness of the club's function and purpose are needed. New approaches are needed, even ideas that did not work in the past.

People need to understand the real needs of Kosciusko County and play a part in the solution. Involvement in other's lives provides a nice balance in building personal character. Businesses must continue to create an environment for their employees to get involved and continue their own involvement where they have decided to conduct business. An in-depth discussion of the study group's findings is attached.

# **SERVICE CLUBS OF THE 1990'S IN KOSCIUSKO COUNTY: ARE THEY DYING?**

## **I. INTRODUCTION**

The purpose of this research project was to assess the current health of service clubs in Kosciusko County. The aim was to understand what service clubs do, define their purpose, document issues, strengths and weaknesses, and provide this data along with recommendations and challenges to the clubs. This feedback may assist in strengthening clubs and in attaining their goals.

The study group represents a combined 24 years of service club experience. Club experience in the Exchange Club, Lions Club, and two youth Kiwanis organizations - Key Club and Circle K - are represented. Local offices such as treasurer, vice-president, and president have been held. Additionally, district and state affiliation offices of trustee and cabinet secretary/treasurer have been held. The study group has a keen interest in community service in the county as all reside within its boundaries. The needs of the local community are visible to this group and all members of the study group gain great personal reward by playing a part in serving in their local community.

For purposes of simplicity, service clubs have been defined as "a group of individuals who meet periodically for the purpose of contributing either their time, money or expertise for the betterment of the community, and/or the individuals residing in it."

To discover which service clubs existed in the county, the Chamber of Commerce was contacted to provide a listing of such clubs. The listing provided names of over 200 recognized clubs in the county. Many of these clubs were social clubs, fraternities, homeowner associations, medical support groups, and conservation

clubs. From this list, 30 true service clubs matching the above definition were selected for study.

Several instruments were used to study the 30 clubs. A point needs to be made that the research tools used are in no way meant to be as accurate as scientific and statistical methods employed by professional market research houses. The data received does appear to be consistent enough for the study group to draw conclusions about the health of service clubs in the county and to offer recommendations and challenges.

Four general data collection methods were used. First, a mail questionnaire was distributed to the 30 selected clubs. A copy of the cover letter, questionnaire, and detailed questionnaire results are found in Appendix I. Second, several "street" interviews were conducted with community individuals. A listing of these interview questions and detailed results are found in Appendix II. One-on-one interviews were conducted with political, community, and education leaders for their input into questionnaire results and perceptions of how service clubs function in the county. Lastly, the study group visited four clubs covering a cross representation of county service clubs.

From the research, four main areas will be discussed in further detail. First, the contributions to the community from these organizations will be developed. This would involve why clubs exist, monetary gifts into the community, projects supported by the clubs, and benefactors of the service club projects. An "average" club profile will be given based on the questionnaire findings.

Secondly, several critical issues being faced by the clubs will be elaborated

upon. Strengths and weaknesses of clubs leading to either the club's success in meeting their objectives or hindering their progress will be explored. Current critical issues faced by clubs will be discussed. The future direction or vision of clubs based on their input will be documented.

Thirdly, demographic data will be examined for Kosciusko County. This demographic data covers projected population, job market, and population aging trends for the 1990's. Implications to the future of service clubs will be drawn.

Lastly, key sociological issues will be addressed. Research on volunteerism will be reviewed. Changing priorities of individuals and other sociological factors impacting the functioning of service clubs will be considered. The research will conclude with several recommendations and challenges to clubs to assist them in continuing their role of service in the community, as well as a challenge to the general public of Kosciusko County and to area businesses within the county.

## **II. SERVICE CLUB PROFILE**

Service clubs exist for a variety of reasons. The majority of clubs define their purpose as "to provide community service." This "service" is developed in more detail below. "To serve needy families" and "social" reasons are also given as reasons for club existence. "To make a better community" was also a popular response to the question, "what is your club's purpose?" Less popular responses to this question included: promote patriotism, prevent child abuse, serve the youth of the local community, and broaden the community's international awareness.

"Community service" is a very nebulous term to define. The study group has divided this into two major components: monetary contributions and donated time

to a project. First, monetary contributions will be examined. By far the predominate means of raising funds for projects is through food sales. Working at fairs and festivals, holding raffles, and operating haunted houses are the next most popular methods. While a complete list of other ways to raise funds is listed in the questionnaire results in Appendix I, donations from members to support club projects does not appear to be the common practice.

Most clubs require annual dues for membership, with a few also requiring an initiation fee. However, most revenue from dues is sent to affiliated organizations at the district, state, national, and international levels or used to support administrative costs associated with the normal functioning of a club. Based on questionnaire responses, on average \$1900 per club is forwarded on to affiliated organizations each year from dues monies. Actual amounts sent to affiliated organizations ranged from \$0 to \$4500. Generally, dues monies are not made available to support local projects.

Monies raised through fund raising efforts are used to fund scholarships to local students who have excelled in academics, distinguished themselves in community service, and have displayed financial need for pursuing higher education. Boy, girl, and Cub Scout programs are underwritten in part by many clubs. Funds are made available for assistance to day-care organizations and youth baseball leagues. Several clubs contribute to foundations on a more national level for scholarships or donations to specific charitable organizations. Hospitals, hospices, and select "United Way" oriented medical and social organizations would be the recipients of such funds. From the questionnaire results, an average yearly contribution to such activities

amounts to approximately \$5100 per club. Actual amounts ranged from \$100 to over \$25,000.

The questionnaire clearly shows a direct correlation with the number of members per club and the level of financial contribution to the community. The positive correlation is fairly obvious, the more members, the more money raised and given back to the community via contributions and service projects. From the questionnaire results, approximately \$57,000 is sent out of the county by clubs to the their affiliate groups. Over \$150,000 is poured back into the county by service clubs. This figure does not reflect the value of donated time. Additionally, while these figures are averaged and totals extrapolated, it needs to be noted that about a quarter of clubs responding to the questionnaire did not include financial data.

Non-monetary service is much more locally focused. Time and sometimes materials are donated to beautification projects in local parks, cemeteries, and towns. Food, toys, and glasses are supplied to needy individuals of all ages. There is a close tie to local agencies such as fire, police, schools, and EMS in both financial support and combined effort service projects.

From responses to the questionnaire, an average service club in Kosciusko County would look like the following:

- Have state, national, and international affiliations
- Consist of 30 members
- Approximate age of members is 50 years
- Five new members are recruited each year
- Members are recruited by invitation
- Five members are lost each year
- Members lost due to job transfer, death, too busy, schedule conflict, and lack of interest



Club growth over the past year and five year periods is described as "no significant change"

Dues of approximately \$90 are required per member per year

Meetings occur on a week day evening in a restaurant

Money is raised selling food products

Major projects would include children-oriented projects and assisting needy families

Main purpose is community service

In sum, service clubs contribute a surprisingly sizeable amount of time and money back into the community. They fill a gap in meeting community needs not filled by government agencies and churches and provide an outlet for individuals to give back of themselves to their local community.

### **III. MAJOR ISSUES OF THE 1990S FACING CLUBS**

Success or failure of a service club is difficult to assess. To use pure numbers may underscore a significant contribution a club provided to the community or specific individuals. Success might better be determined by the attitude the club has about itself and the trend it sees itself in when appraising its role of service to the community. When clubs were asked its strengths, responses generally did not vary greatly. "Committed members, enthusiasm of members, community service, and a stable membership willing to serve" topped the most popular responses on the questionnaire. Feedback from clubs seemed to negate a pure numbers approach in that no matter how many members there were in a club, if they possessed the strengths listed above, positive contributions were being made back into the community.

For point of information, clubs marking their growth patterns as in decline on

the questionnaire, did not mark the above member attitudes as strengths. Additionally, clubs responding with membership trends in growth patterns all marked the above membership attitudes as strengths.

The major weaknesses of clubs all relate to members. The need for younger members and the need for more members was a dominant weakness for clubs. Further, a significant number of clubs attributed lack of member commitment and a "few do all the work" attitude as their major weaknesses. Several clubs commented they have become too traditional, cliquish, and socially oriented. Many stated they felt they had moved away from their original service emphasis.

An "awareness gap" was a noted weakness cited during interviewing individuals not currently a member of a service club. These individuals commented interest in clubs but did not know who to contact for more information. Further, they responded that they did not know the purposes of service clubs, (i.e. why they exist, what projects are undertaken, and who benefits from the service projects). This awareness gap would only compound the membership growth problem by clubs using invitation basis only as the method of choice for obtaining new members.

In addition to assessing the club's strengths and weaknesses, clubs were asked to respond to the most pressing issues now being faced. Two responses by far out-paced other pressing issues. First and foremost, clubs recognize the need to attract younger members. This corresponds well to the average age of a service club member in the 50+ age group. Secondly, retaining current members appears to be a struggle for clubs. This struggle is supported by the research which indicates that membership growth is barely keeping track with membership loss. The overall

impact is "no significant change" in membership numbers. Improved attendance to meetings by members, improved awareness, and public relations were areas also mentioned by clubs as vital areas requiring attention.

Through observation and input from the club visitations, there does not appear to be a formal "feeding" system in place to prepare youth in service awareness. Programs such as Leo Clubs (Lions), Builder and Key Clubs (Kiwanis) do not appear to be popular alternatives for teens. Some clubs routinely invite high school and college students to visit their clubs, but this is the extent of the exposure. Such efforts should be a basis to train and develop the next generation to back-fill the adult clubs. These programs, if run successfully, instill the vision and desire to donate time, effort, and money to community service at early ages. They also can fill the gap in attracting younger members to the adult clubs.

When asked to recite the future, long-term plans for the club, several clubs did not have any long-term goals. For those taking a longer term approach to their club, the number one answer was to grow membership. A close second response was *service oriented in nature - to increase the number of projects*. Other responses of significance were to raise more money and provide more leadership direction to clubs.

The dilemma being faced by service clubs of the 1990s may best be summed up as membership retention and growth. The membership issue goes beyond just obtaining new members, it also involves getting their involvement and a long-term commitment to the club's objectives.

#### IV. DEMOGRAPHIC ANALYSIS OF KOSCIUSKO COUNTY

From data supplied by the Chamber of Commerce, several population factors may have a bearing on the future of service clubs. For the county, the population is expected to grow at a rate of .81 percent per year in the 1990s. Overall, this is above the projected national average growth rate of .69 percent and well above the Indiana projected rate of .16 percent. Thus, Kosciusko County appears to be projected to continue to see a higher than average rate of growth for this next decade. The obvious conclusion relating to service clubs is one of good news as a growing population means a growing pool of potential new members.

As would be hoped with a growing population trend, the employment projections for the county look positive in the 1990s as well. New jobs in the county are projected to be created at an average rate of .75 percent per year. The largest gain is in the manufacturing sector (.87 percent). Growth is also expected in the financial, insurance and real estate service sectors (.40 percent). Losses in jobs are projected in the areas of agriculture (-1.59 percent), retail (-.58 percent), and government (-.96 percent). All data is expressed in per year growth/loss percentages.

A breakdown of the population by age shows a significant shift in the makeup of the population. This trend is toward an increase in the average age of the population. The chart below summarizes this trend.

Age	1980	1990	2000
< 20	33.7%	30.6%	27.5%
20 - 64	55.8%	57.5%	60.5%
65+	10.5%	11.9%	12.0%

The trend seems clear - people are living longer causing a shift in the makeup

of the population toward the higher age brackets. Significant change is occurring in the "less than 20" and in the "20 - 64" age categories. The implication to service clubs: clubs must work harder than ever to retain an aging membership base. But even more importantly, clubs will be competing more heavily for the new members coming out of the youngest and shrinking age group.

The population and job market trends are projected to be positive growth factors for Kosciusko County in the 1990s. This means that the county will be attracting more individuals to fill new positions. These same individuals could be potential service club members. The change in the aging component of the population combined with the overall population growth translates into increased needs in local communities. Therefore, service clubs will have to capture these potential candidates in order to keep pace with the growing needs accompanying the population growth and aging trends.

## V. SOCIOLOGICAL ISSUES

Service clubs are at the mercy of people to volunteer their time and/or money to be successful. A recent study sponsored by the Indiana University Center on Philanthropy (IUCP) reported in the spring edition of Philanthropy Matters explored Hoosier volunteerism and drew comparisons to national averages. The survey showed that even in the current difficult economic time, Indiana residents are still participating in philanthropic activities. In general, volunteerism is on the rise due to fewer local, state, and federal monies and government sponsored agencies available to meet the increasing social needs of local communities. Further, as more people

are unemployed, they are more likely to donate their time rather than money to social concerns.

According to the IUCP study, in Indiana, approximately 52 percent of people surveyed indicated they participate in volunteer organizations. On average, 2.9 hours of volunteer time are donated each week per person in this group. The national average is 2.2 hours per week. The reasons given for volunteering included a good feeling from doing good deeds and enjoyment from feeling needed. The average age of a volunteer was between the ages of 24 and 40. Volunteers are more likely to come from urban areas rather than rural.

Additionally, volunteers are more likely to come from professional, managerial, and office/clerical jobs rather than from social, semi-skilled/unskilled positions. Retirees were less likely to volunteer. High correlations to volunteerism were found with income, education level, and religious affiliation. Individuals earning over \$30,000, possess higher education degrees, and have regular religious activity are significantly more likely to volunteer. Further, married homeowners of either sex are much more inclined to donate time to volunteer organizations over single individuals who rent. In Indiana, the average annual household contribution to volunteer organizations is \$725, slightly below the national average of \$734.

From the IUCP study, local service clubs could conclude the following points. With only 52 percent of Hoosiers volunteering, there is a large group of individuals to draw into service-oriented organizations. Individuals with lower incomes and education levels, retired or in semi-skilled/unskilled positions, and single individuals need to be brought into service organizations. Raising their awareness level and

creating the vision of how clubs meet local needs is necessary to gain this group's involvement.

Two barriers have been cited by John Teevan, a local minister, on why people avoid volunteering: bureaucracy and fragmentation. Individuals want to serve on projects which produce results and not get overly caught up in "busy work", unproductive meetings, and a hierarchy of authority. The more simple a club can get in carrying out the necessary administrative and decision making processes, the more likely it can attract new members. Further, the more a group can create a service niche and be extremely focused in meeting specific needs, the more likely people are to be associated with this group. Teevan's keys to success for volunteer organizations are:

1. Be willing to donate much time and effort.
2. Have a vision of people care.
3. Respect people.
4. Create a character in individuals to give.

Additional insight was provided during an interview with Ken Taylor, Dean of Students and Sociology Professor at Grace College. Taylor confirmed an increasing "me" or "self" oriented value structure of many people. Individuals want instant gratification for their time, effort, and money. This is manifested outwardly in individuals wanting to see an immediate payback or return on their investment, and a feeling of what this club can do for me being met. This seems contradictory with the long-term payback of most clubs. Rewards for service may not be personalized enough in today's value system to meet this new individual feeling. As people view themselves more as consumers of clubs, not simple volunteers, loyalty wanes much

more easily. The attitude stated by President John F. Kennedy, "ask not what your country can do for you but what you can do for your country," may not be the mainstream thought of society today.

Warsaw Mayor Jeff Plank stated in a phone interview that people need to be less selfish. Service clubs keep people less selfish through dedication in time, money, and effort to social concerns. Plank believes that service clubs rank alongside with the churches in importance for meeting society's needs. The city is constantly receiving calls from clubs asking how they can help. The mayor recognizes them as a valuable resource pool for both time and money. They are also an effective vehicle to spread word about social programs of interest in the community.

People join service clubs for several reasons. Fellowship and a sense of belonging should not be minimized as reasons for joining a club. The extreme where this becomes the only purpose of clubs should be avoided at all costs. Jeff Plank agrees and cautions that service clubs need more service orientation and less social orientation. Plank adds that people have a need to contribute to their community in a collective effort. People need to be involved in things larger than themselves. Great personal satisfaction can be gained from service club participation.

Successful social or service movements are those that maintain member enthusiasm and fight traditionalism. Further, as one task is completed it should be quickly replaced by another cause. If not replaced, a club without this vision and emphasis will begin a slow decline. People want to be excited about accomplishing goals and then moving on to new ones. A future vision is essential in preserving a club once goals are met.



Society today can be described as one of extreme busyness and fast pace. The demands in the work place exceed the normal 5-day or 40-hour work week for many individuals. Coupled with the fact that there are many factors vying for one's time, the simple reaction is to avoid service-oriented activities. Kosciusko County is saturated with alternatives for service, social, personal, and family activities. Alternatives that do not simply entertain or have this precious free time wasted, but instead provoke personal growth and produce a feeling of accomplishment and satisfaction will be the activities of choice.

In sum, individuals today are more like consumers than ever before. Individuals want to make a difference in their community and gain personal fulfillment from service activities. Clubs have to tailor themselves to match the changing roles and schedules of people today. An effective club should be focused on fewer things and doing them flawlessly. Clubs which adapt their vision and purpose to these sociological changes in society will be positioned well for continued success.

## **VI. RECOMMENDATIONS AND CHALLENGES**

The research allows recommendations and challenges to be given to three different groups. First, challenges will be directed to the leadership of service clubs in Kosciusko County. Second, a challenge will be directed toward citizens of Kosciusko County. Third, a challenge will be given to businesses located in Kosciusko County.

The research discussed above indicates a few clubs in Kosciusko County are healthy and geared-up to meet the needs of the 1990s. The 1990s bring forth a whole host of new needs into the community to be met by service clubs. Individuals have

*a different set of priorities and time constraints as never before. The healthy clubs are those which recognize these changes and have altered their course to address them.*

There are several challenges and recommendations to be considered for service clubs in Kosciusko County which may not be as healthy. Foremost is to be made aware of the research findings and receive the feedback from the various sources. The study group hopes that clubs will find this information useful in reevaluating their mission and adapting policies and goals to meet the new issues of society in the 1990s and beyond.

Several specific challenges of a general nature ring out. Clubs need to consider changing membership recruiting practices. Open solicitation over invitation basis only should be preferred. This would raise awareness of the club's purpose and activities and provide essential diversity to club membership. Additionally, special care should be given to begin to cultivate younger members by creatively establishing service opportunities with youth participation. Shown early that service is important and fun, the youth will continue to serve in their adult life.

Traditionalism should be avoided to keep pace with the changing needs of society. Values, mores, and priorities of individuals have changed, and so must a club mission and projects. Clubs must recognize these changes and provide a more personalized approach to its consumers (members) or they will move elsewhere. The club must meet the individual needs of its members while simultaneously meeting the needs of the community. Reward structures should be more personalized, and programs more structured and participative. The phrase "because we've always done

it this way" should not be heard. Ideas which may not have worked in the past may be most appropriate today. The key ingredient to success for service clubs of the 1990s is change. In order to survive the 1990s and beyond, clubs must recognize change and change as society is changing.

To residents of Kosciusko County, the challenge is one of involvement. There are real needs in Kosciusko County which impact many lives. Increased involvement means many more resource hours and resource dollars can be donated to benefit those with need. The diversity of opportunity to serve either in a service club or another social agency should provide any individual with the ability to best match their gifts with an area of personal interest. Jeff Plank commented that people who criticize do not belong to anything. Criticism as a whole may be reduced by people jumping in and giving of themselves to such organizations. For those interested, a complete list of potential organizations for service involvement is available through the Chamber of Commerce.

To the businesses of Kosciusko County, the challenge is to continue to play a critical role in supporting the causes to eliminate need in Kosciusko County. In addition to financial or in-kind donations from the respective businesses, encouraging employee involvement, and providing the opportunity for their involvement is critical. The combined effort of businesses, residents, and service organizations can produce profound impact to the needy locally and in the surrounding area.

The study group wishes to express extreme gratitude to the clubs which responded to the questionnaire. A special thank you goes to the clubs which were

visited and gave additional information for this project. Appreciation is also expressed to Jeff Plank for his perspective, Ken Taylor for his insight, and John Teevan whose comments from a KLA class fit perfectly into this project's scope. The study group hopes that its findings, recommendations, and challenges will be considered and accepted in their intended spirit: for the betterment of Kosciusko County and the residents who live there.

# Kosciusko Leadership Academy



January 21, 1992

Dear Service Club President:

We, Jeff Clay, Rick Stair, and John Townsend, are members of the 1992 class of the Kosciusko Leadership Academy (KLA).

Each year, KLA requires the current class to write a white paper covering a subject important to our community. Our committee has decided to research the service clubs of Warsaw. We want to find out:

- What the service clubs are doing for the community,
- How the clubs are meeting that objective,
- What current issues the clubs are facing and,
- What the service clubs need from the community.

Enclosed is a survey form that will assist our committee in the research. Replies are strictly confidential and club names will not be used in the paper, unless released to do so by marking the box on the survey form. After completion, a copy of our white paper will be sent to each participating club.

We are also considering visitations with various clubs in order to augment our research. If so, we will contact you prior to our visit for your approval.

If you are looking for new members for your service club, our KLA members and KLA alumni could provide you with a good source for increasing your membership. Approximately 225 individuals are now, or have, participated in the academy.

Would you please take a minute or two to answer the questions in our survey, and return it to us in the enclosed pre-addressed and stamped envelope by February 15, 1992. Thank you for your help.

Sincerely,

  
Jeff Clay

  
Rick Stair

  
John Townsend

**KOSCIUSKO LEADERSHIP ACADEMY  
1992 SERVICE CLUB SURVEY**

Please answer all questions by placing a ✓ in the appropriate box. If an appropriate choice is not listed, please write your response in the "Other" category. Thank you for your time to participate in this survey. Please return the completed survey in the addressed/stamped envelope by February 15, 1992.

1. Unless released to do so below, all information will be strictly confidential. May we use your club name and information specifically in our paper and presentation?  
 Yes  
 No (data will only be used in overall averages)
  
2. Would you like a copy of our findings to be published in a formal paper?  
 Yes  
 No
  
3. Name of Your Service Club: \_\_\_\_\_
  
4. Office in the club you currently hold.  

<input type="checkbox"/> President	<input type="checkbox"/> Vice-President
<input type="checkbox"/> Treasurer	<input type="checkbox"/> Secretary
<input type="checkbox"/> Active Member	<input type="checkbox"/> Other: _____
  
5. Year of club charter, or year this particular club started: \_\_\_\_\_
  
6. Is your club affiliated with any other organization (✓ all that apply)?  

<input type="checkbox"/> National	<input type="checkbox"/> State
<input type="checkbox"/> Local	<input type="checkbox"/> Religious
<input type="checkbox"/> International	<input type="checkbox"/> No Affiliation
<input type="checkbox"/> Other: _____	

7. How many active members do you currently have?
- |  |                                  |
|--|----------------------------------|
| <input type="checkbox"/> 1-20  | <input type="checkbox"/> 21-40   |
| <input type="checkbox"/> 41-60                                       | <input type="checkbox"/> 61-80   |
| <input type="checkbox"/> 81-100                                      | <input type="checkbox"/> 101-120 |
| <input type="checkbox"/> If over 120, please specify how many: _____ |                                  |

8. What is the approximate average age of members in your club?
- |                                  |                                |
|----------------------------------|--------------------------------|
| <input type="checkbox"/> 20-25   | <input type="checkbox"/> 26-30 |
| <input type="checkbox"/> 31-35   | <input type="checkbox"/> 36-40 |
| <input type="checkbox"/> 41-45   | <input type="checkbox"/> 46-50 |
| <input type="checkbox"/> 51-55   | <input type="checkbox"/> 56-60 |
| <input type="checkbox"/> 61-65   | <input type="checkbox"/> 66-70 |
| <input type="checkbox"/> Over 70 |                                |

9. Are there any restrictions for membership into your club (i.e. all male or female)?
- No
- Yes
- If yes, please list qualifications for membership.

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10. How many new members do you recruit each year?
- |                                |                                       |
|--------------------------------|---------------------------------------|
| <input type="checkbox"/> 1-5   | <input type="checkbox"/> 6-10         |
| <input type="checkbox"/> 11-15 | <input type="checkbox"/> 16-20        |
| <input type="checkbox"/> 21-25 | <input type="checkbox"/> More than 25 |

11. How are new members recruited (✓ all that apply)?
- |   |                                      |
|---|--------------------------------------|
| <input type="checkbox"/> Invitation Basis     | <input type="checkbox"/> Advertising |
| <input type="checkbox"/> Their Own Initiative | <input type="checkbox"/> Referrals   |
| <input type="checkbox"/> Other: _____         |                                      |

12. How many members are lost each year?

- |                                |                                       |
|--------------------------------|---------------------------------------|
| <input type="checkbox"/> 1-5   | <input type="checkbox"/> 6-10         |
| <input type="checkbox"/> 11-15 | <input type="checkbox"/> 16-20        |
| <input type="checkbox"/> 21-25 | <input type="checkbox"/> More than 25 |

13. What are reasons for members leaving club (✓ all that apply)?

- |  |   |
|--|---|
| <input type="checkbox"/> Job Transfer                  | <input type="checkbox"/> Death                              |
| <input type="checkbox"/> Too Busy                      | <input type="checkbox"/> Removed From Active Status by Club |
| <input type="checkbox"/> No Clear Purpose of Club      | <input type="checkbox"/> Schedule Conflict                  |
| <input type="checkbox"/> Do Not Perceive Need for Club | <input type="checkbox"/> Dues too High                      |
| <input type="checkbox"/> Lack of Interest              | <input type="checkbox"/> No Company Support                 |
| <input type="checkbox"/> Other: _____                  |   |

14. What has the club's membership growth been like over the past year?

- |  |   |
|--|---|
| <input type="checkbox"/> Rapid Decline         | <input type="checkbox"/> Slight Decline |
| <input type="checkbox"/> No Significant Change | <input type="checkbox"/> Slight Growth  |
| <input type="checkbox"/> Rapid Growth          |   |

15. What has the club's membership growth been like over the past five years?

- |  |   |
|--|---|
| <input type="checkbox"/> Rapid Decline         | <input type="checkbox"/> Slight Decline |
| <input type="checkbox"/> No Significant Change | <input type="checkbox"/> Slight Growth  |
| <input type="checkbox"/> Rapid Growth          |   |

16. Are annual dues required for membership?

- |  |                                      |
|--|--------------------------------------|
| <input type="checkbox"/> No                    |                                      |
| <input type="checkbox"/> Yes. If yes how much? |                                      |
| <input type="checkbox"/> \$1-\$50              | <input type="checkbox"/> \$51-\$100  |
| <input type="checkbox"/> \$101-\$150           | <input type="checkbox"/> \$150-\$200 |
| <input type="checkbox"/> Over \$200            |                                      |

17. How are dues used? Please write in approximate percentages.

- |  |       |
|--|-------|
| <input type="checkbox"/> Affiliated Organizations:   | _____ |
| <input type="checkbox"/> Local Community Projects:   | _____ |
| <input type="checkbox"/> Local Administrative Costs: | _____ |
| <input type="checkbox"/> Other:                      | _____ |



18. Indicate the amount of money designated to affiliated organizations or their projects.

- |  |  |
|--|--|
| <input type="checkbox"/> \$1-\$1,500                               | <input type="checkbox"/> \$1,501-\$3,000 |
| <input type="checkbox"/> \$3,001-\$4,500                           | <input type="checkbox"/> \$4,501-\$6,000 |
| <input type="checkbox"/> \$6,001-\$7,500                           | <input type="checkbox"/> \$7,501-\$9,000 |
| <input type="checkbox"/> Over \$9,000 please specify amount: _____ |  |

19. Indicate the amount of money designated to local community projects.

- |  |  |
|--|--|
| <input type="checkbox"/> \$1-\$1,500                               | <input type="checkbox"/> \$1,501-\$3,000 |
| <input type="checkbox"/> \$3,001-\$4,500                           | <input type="checkbox"/> \$4,501-\$6,000 |
| <input type="checkbox"/> \$6,001-\$7,500                           | <input type="checkbox"/> \$7,501-\$9,000 |
| <input type="checkbox"/> Over \$9,000 please specify amount: _____ |  |

20. How often does your club meet?

- |  |                                    |
|--|------------------------------------|
| <input type="checkbox"/> More Than Once Per Week | <input type="checkbox"/> Weekly    |
| <input type="checkbox"/> Monthly                 | <input type="checkbox"/> Quarterly |
| <input type="checkbox"/> Semi-Annually           | <input type="checkbox"/> Annually  |
| <input type="checkbox"/> Other: _____            |                                    |

21. Where do your meetings take place?

- |  |  |
|--|--|
| <input type="checkbox"/> School Building | <input type="checkbox"/> Club Owned Building |
| <input type="checkbox"/> Home of Members | <input type="checkbox"/> Public Building     |
| <input type="checkbox"/> Restaurant      |  |
| <input type="checkbox"/> Other: _____    |  |

22. What time of day does your club hold meetings?

- |                                       |   |
|---------------------------------------|---|
| <input type="checkbox"/> Morning      | <input type="checkbox"/> Over the Noon Hour |
| <input type="checkbox"/> Evening      |   |
| <input type="checkbox"/> Other: _____ |   |

23. When does your club meet?

- |                                   |                                 |
|-----------------------------------|---------------------------------|
| <input type="checkbox"/> Week Day | <input type="checkbox"/> Friday |
| <input type="checkbox"/> Saturday | <input type="checkbox"/> Sunday |

24. Please list the types of fund raising projects your club undertakes and the approximate monies raised by each activity.

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25. Please list the major contributions (service and financial) to the community made by your club. If appropriate, list approximate monies given to each different areas.

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26. Please describe the main purpose of your service club.

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27. Please describe your club's major strengths.

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28. Please describe your club's major weaknesses.

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29. Please describe the most pressing issues being faced by your club.

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30. Please describe the future vision of your club (goals, growth, new projects).

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31. Write below any other comments you may wish to add about your club.

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32. Would you like one of the study team members to meet with you personally or attend one of your club's meetings?

- Yes
- No

Thank you for your time to fill out this survey. We appreciate your input and cooperation.

**KOSCIUSKO LEADERSHIP ACADEMY  
1992 SERVICE CLUB SURVEY RESULTS**

Response Rate = 50.0%

30 Surveys Distributed

15 Surveys Returned

1. Unless released to do so below, all information will be strictly confidential. May we use your club name and information specifically in our paper and presentation?

<b>80.0%</b>	Yes
<b>13.3%</b>	No (data will only be used in overall averages)
<b>6.7%</b>	No Response

2. Would you like a copy of our findings to be published in a formal paper?

<b>93.3%</b>	Yes
<b>6.7%</b>	No
<b>0.0%</b>	No Response

3. Name of Your Service Club:

<b>100.0%</b>	Responding
<b>0.0%</b>	No Response

4. Office in the club you currently hold.

<b>73.3%</b>	President
<b>0.0%</b>	Vice-President
<b>0.0%</b>	Treasurer
<b>20.0%</b>	Secretary
<b>6.7%</b>	Active Member
<b>0.0%</b>	Other:
<b>0.0%</b>	No Response

5. Year of club charter, or year this particular club started:

<b>80.0%</b>	Responding	<b>Average = 1962</b>
<b>20.0%</b>	No Response	

6. Is your club affiliated with any other organization (✓ all that apply)?

53.3%	National
46.7%	State
33.3%	Local
0.0%	Religious
86.7%	International
0.0%	No Affiliation
0.0%	Other:
0.0%	No Response

7. How many active members do you currently have?

26.7%	1-20
40.0%	21-40
20.0%	41-60
0.0%	61-80
0.0%	81-100
6.7%	101-120
6.7%	If over 120, please specify how many: Average = 350
0.0%	No Response

8. What is the approximate average age of members in your club?

0.0%	20-25
6.7%	26-30
0.0%	31-35
6.7%	36-40
26.7%	41-45
13.3%	46-50
13.3%	51-55
26.7%	56-60
0.0%	61-65
0.0%	66-70
0.0%	Over 70
6.7%	No Response

9. Are there any restrictions for membership into your club (i.e. all male or female)?

66.7%	No
33.3%	Yes
0.0%	No Response

If yes, please list qualifications for membership.

**Must be 21-40 years of age**  
**Officer or principal of business in local area**

10. How many new members do you recruit each year?

66.7%	1-5
26.7%	6-10
6.7%	11-15
0.0%	16-20
0.0%	21-25
0.0%	More than 25
0.0%	No Response

11. How are new members recruited (✓ all that apply)?

100.0%	Invitation Basis
0.0%	Advertising
53.3%	Their Own Initiative
40.0%	Referrals
6.7%	Other: Transfer from another club
0.0%	No Response

12. How many members are lost each year?

73.3%	1-5
13.3%	6-10
6.7%	11-15
0.0%	16-20
0.0%	21-25
0.0%	More than 25
6.7%	No Response

13. What are reasons for members leaving club (✓ all that apply)?

73.3%	Job Transfer
46.7%	Death
53.3%	Too Busy
26.7%	Removed From Active Status by Club
13.3%	No Clear Purpose of Club
40.0%	Schedule Conflict
6.7%	Do Not Perceive Need for Club
13.3%	Dues too High
40.0%	Lack of Interest
6.7%	No Company Support
0.0%	Other:
6.7%	No Response

14. What has the club's membership growth been like over the past year?

0.0%	Rapid Decline
33.3%	Slight Decline
40.0%	No Significant Change
20.0%	Slight Growth
0.0%	Rapid Growth
6.7%	No Response

15. What has the club's membership growth been like over the past five years?

6.7%	Rapid Decline
20.0%	Slight Decline
33.3%	No Significant Change
13.3%	Slight Growth
20.0%	Rapid Growth
6.7%	No Response

16. Are annual dues required for membership?

0.0%	No
93.3%	Yes
6.7%	No Response

If Yes, how much?

64.3%	\$1-\$50	21.4%	\$51-\$100
0.0%	\$101-\$150	0.0%	\$150-\$200
14.3%	Over \$200		

17. How are dues used (✓ all that apply)?

80.0%	Affiliated Organizations
6.7%	Local Community Projects
46.7%	Local Administrative Costs
6.7%	Other: No detail given
13.3%	No Response

18. Indicate the amount of money designated to affiliated organizations or their projects.

60.0%	\$1-\$1,500	6.7%	\$1,501-\$3,000
6.7%	\$3,001-\$4,500	0.0%	\$4,501-\$6,000
0.0%	\$6,001-\$7,500	0.0%	\$7,501-\$9,000
0.0%	Over \$9,000 please specify amount:		
26.7%	No Response		

19. Indicate the amount of money designated to local community projects.

20.0%	\$1-\$1,500	20.0%	\$1,501-\$3,000
6.7%	\$3,001-\$4,500	13.3%	\$4,501-\$6,000
6.7%	\$6,001-\$7,500	6.7%	\$7,501-\$9,000
6.7%	Over \$9,000 please specify amount:		
20.0%	No Response		

20. How often does your club meet?

0.0%	More Than Once Per Week	46.7%	Weekly
6.7%	Monthly	0.0%	Quarterly
0.0%	Semi-Annually	0.0%	Annually
40.0%	Other: 100% of Other Responses: Twice Per Month		
6.7%	No Response		

21. Where do your meetings take place?

0.0%	School Building	13.3%	Club Owned Building
0.0%	Home of Members	20.0%	Public Building
33.3%	Restaurant		
26.7%	Other:	25.0%	Eagles Building
		50.0%	Church Building
		25.0%	Shrine Building
6.7%	No Response		

22. What time of day does your club hold meetings?

20.0%	Morning	20.0%	Over the Noon Hour
53.3%	Evening		
0.0%	Other:		
6.7%	No Response		

23. When does your club meet?

80.0%	Week Day	6.7%	Friday
6.7%	Saturday	0.0%	Sunday
6.7%	No Response		



24. Please list the types of fund raising projects your club undertakes and the approximate monies raised by each activity.

80.0%	Food Sales
20.0%	Work At Festivals or Fairs
6.7%	Donations
6.7%	Snowmobile Races
6.7%	Bike-A-Thons
13.3%	Raffles
13.3%	Haunted Houses
6.7%	Flower Sales
6.7%	Christmas Tree Sales
6.7%	Light Bulb Sales
6.7%	Car Washes
0.0%	No Response

25. Please list the major contributions (service and financial) to the community made by your club. If appropriate, list approximate monies given to each different areas.

33.3%	Scholarships, Foundations
13.3%	Free Trip to the Circus
20.0%	Parks, Cemetery, Town Beautification
20.0%	Senior Citizens
53.3%	Needy Families
26.7%	Glasses
20.0%	Shelters
6.7%	Red Cross
13.3%	Salvation Army
20.0%	Youth Exchange Program
13.3%	Meals on Wheels
20.0%	Youth Camps
66.7%	Children Oriented Projects (Santa House, DayCare, Baseball Leagues)
13.3%	United Way
6.7%	Muscular Dystrophy
20.0%	Boy, Girl, or Cub Scouts
6.7%	Leadership Conference
33.3%	Local Agency Assistance (Fire, Police, Schools)
6.7%	No Response

26. Please describe the main purpose of your service club.

6.7%	Professional Service Club
6.7%	Promote Patriotism
6.7%	Prevent Child Abuse
26.7%	Social Club
20.0%	Make a Better Community
60.0%	Community Service
26.7%	Serve Needy Families
6.7%	Broaden International Awareness
6.7%	Serve Youth of Community
0.0%	No Response

27. Please describe your club's major strengths.

33.3%	Committed Members
6.7%	Philanthropy
6.7%	Largest Service Club in the World
26.7%	Enthusiasm of Members
26.7%	Community Service
6.7%	Quality of Club Leadership
13.3%	Stable Membership/Willingness to Serve
6.7%	Close Relationship With Schools
6.7%	Community Appreciation and Involvement
26.7%	No Response

28. Please describe your club's major weaknesses.

20.0%	Few Do All the Work
6.7%	Cliquish
6.7%	Need to Raise More Money
33.3%	Need More Members
26.7%	Need Younger Members
6.7%	No Programs and Meetings, All Social Time
6.7%	Too Traditional, Cannot Do Anything New
6.7%	Cannot Meet All Needs in Community
13.3%	Lack of Member Commitment
6.7%	Need Larger Meeting Facility
33.3%	No Response

29. Please describe the most pressing issues being faced by your club.

40.0%	Membership Retention
46.7%	Attract New Members
13.3%	Improved Public Relations and Club Awareness
6.7%	Induct Female Members
13.3%	Attendance
6.7%	New Service Programs
6.7%	New Fund Raising Programs
13.3%	No Response

30. Please describe the future vision of your club (goals, growth, new projects).

6.7%	Could Not Sight Future Direction
6.7%	Whatever the Members Want to Do
46.7%	New Membership Acquisition Goals
26.7%	Raise More Money
6.7%	Increase Club Awareness
40.0%	Increase Number of Service Projects
13.3%	Better Leadership
6.7%	High School Educational Development Program
26.7%	No Response

31. Write below any other comments you may wish to add about your club.

6.7%	Feel Club Does Much Good for the Community
6.7%	This Year Marks Club's 75th Birthday
6.7%	Society Too Self Centered
6.7%	How To Increase Participation
13.3%	Concerned About the Business of Members and Society in General and Impact This Will Have on Service Clubs
73.3%	No Response

32. Would you like one of the study team members to meet with you personally or attend one of your club's meetings?

53.3%	Yes
26.7%	No
20.0%	No Response

**KOSCIUSKO LEADERSHIP ACADEMY  
1992 SERVICE CLUB "STREET INTERVIEW" SURVEY**

1. Do you belong to a service club or organization in Kosciusko County?

\_\_\_\_\_ Yes  
\_\_\_\_\_ No

1A. If yes to question one, what is the name of the club or organization?

\_\_\_\_\_

1B. When does your service club meet?

\_\_\_\_\_ Morning  
\_\_\_\_\_ Noon  
\_\_\_\_\_ Evening

2. If no to question one, would you be interested in joining a service club or organization?

\_\_\_\_\_ Yes  
\_\_\_\_\_ No

2A. If yes to question two, what club would you have an interest in? (✓ all that apply)

\_\_\_\_\_ Altrusa Club  
\_\_\_\_\_ Jaycees  
\_\_\_\_\_ Shrine Club  
\_\_\_\_\_ Optimists Club  
\_\_\_\_\_ Exchange Club  
\_\_\_\_\_ Kiwanis Club  
\_\_\_\_\_ Lions Club  
\_\_\_\_\_ Rotary Club  
\_\_\_\_\_ Other: Please Specify \_\_\_\_\_

2B. If no to question two, what are the main reasons for not joining a service club? (✓ check all that apply)

- No Interest
- No Company Support
- Meeting Time Conflict
- Don't Know Who to Contact
- Too Busy
- Dues Too High
- Don't Know Purpose of Club
- Don't See Need
- Other: Please Specify \_\_\_\_\_

3. Does your company or business you work for, support and encourage your participation and involvement with community groups or clubs?

- Yes
- No

3A. Would your company or business pay for dues for your membership in a service club?

- Yes
- No

**KOSCIUSKO LEADERSHIP ACADEMY  
1992 SERVICE CLUB "STREET INTERVIEW" SURVEY RESULTS**

22 Interviews Conducted

1. Do you belong to a service club or organization in Kosciusko County?

31.8% Yes  
68.2% No

1A. If yes to question one, what is the name of the club or organization?

14.3% Exchange Club  
42.8% Kiwanis  
14.3% Lions  
14.3% Rotary  
14.3% Combined Community Services

1B. When does your service club meet?

14.3% Morning  
57.1% Noon  
14.3% Evening  
14.3% No Response

2. If no to question one, would you be interested in joining a service club or organization?

53.3% Yes  
46.7% No

2A. If yes to question two, what club would you have an interest in? (✓ all that apply)

0.0% Altrusa Club  
0.0% Jaycees  
0.0% Shrine Club  
25.0% Optimists Club  
0.0% Exchange Club  
12.5% Kiwanis Club  
25.0% Lions Club  
25.0% Rotary Club  
12.5% Other: 100% No detail given.  
25.0% No Response

2B. If no to question two, what are the main reasons for not joining a service club? (✓ check all that apply)

14.3%	No Interest	
0.0%	No Company Support	
0.0%	Meeting Time Conflict	
14.3%	Don't Know Who to Contact	
42.9%	Too Busy	
14.9%	Dues Too High	
42.9%	Don't Know Purpose of Club	
14.9%	Don't See Need	
42.9%	Other:	33.3% Work out of town
		33.3% Live outside Kosciusko County
		33.3% No detail given

3. Does your company or business you work for, support and encourage your participation and involvement with community groups or clubs?

72.7%	Yes
27.3%	No

3A. Would your company or business pay for dues for your membership in a service club?

40.9%	Yes
59.1%	No