

CHAPTER XIV
LEADERSHIP DEVELOPMENT

A. LEADERSHIP DEVELOPMENT PROGRAM

1. Mission Statement

Achieve excellence in Lions Leadership Development through quality learning opportunities.

2. Goals

- a. Enhance service impact and focus
- b. Reshape public opinion and improve visibility
- c. Pursue club, district and organizational excellence
- d. Improve membership value and reach new markets

3. Program Objectives

- a. Set strategy and evaluate results to ensure effectiveness and inclusivity of cultural differences.
- b. Obtain maximum participation in all constitutional areas in Leadership Development programs, using high-quality, challenging and relevant criteria and the utilization of cutting-edge technology.
- c. Inspire and motivate Lions to pursue leadership skills and responsibilities that can be implemented within Lions Clubs International at all levels, their employment, and personal lives.
- d. Develop Lions who are able to design, organize, promote, and conduct effective leadership development programs and provide ongoing consultation and support to their fellow Lions.

4. General Policy

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

- c. Program dates, locations and overall evaluations shall be reported by the Leadership Development 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 General Reimbursement Policy.

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

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 Global Action Team GLT MD Coordinator is to coordinate the seminar in consultation with the respective Global Action Team 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 May 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 Development 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 within the 10 years prior to the year in which the individual will serve as chairperson and, beginning with trainings relevant for the fiscal year 2020-2021, are certified through the Lions Certified Instructor Program.
 - 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 General Reimbursement Policy, in the following situations:
 - a. **Incoming President**

- (1) A site inspection one year prior to the locations 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 each of the locations of the District Governors-Elect Seminar that will occur during the chairperson's term as seminar chairperson - transportation, lodging, meals.
- (2) The seminar itself (both locations) - transportation, lodging, meals - for the chairperson. The seminar (at convention) – transportation, lodging, meals - for 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 (both locations) - transportation, lodging, meals - for the chairperson. The seminar (at convention) – transportation, lodging, meals - for one adult companion.

9. The second vice president, in consultation with his or her selected District Governors-Elect Seminar chairperson and the Leadership Development 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 Advanced Lions Leadership Institute, Faculty Development Institute, previous MERL Chairpersons Seminar, District Governors-Elect Seminar or equivalent multiple district or higher level training events including Global Action Team training. Beginning with trainings relevant for the fiscal year 2020-2021, certification thru the Lions Certified Instructor Program will be required to serve as faculty on behalf of Lions Clubs International for DGE Seminar.
- 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. Beginning

with the trainings relevant for fiscal year 2020-2021, shall not serve as a District Governors-Elect Seminar group leader for more than five different years.

- 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, FOR COMMUNICATIONS BETWEEN GROUP LEADERS AND LIONS CLUBS INTERNATIONAL HEADQUARTERS.
- 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, six (6) days hotel for seminar at St. Charles, IL USA location and four (4) days for seminar at convention. 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 (both locations). One night hotel and meal expenses for a rest day will be reimbursed (both locations). 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. For the seminar itself (both locations), one (1) economy roundtrip airline ticket for faculty member by the shortest and most direct route for the approved travel dates only. For the seminar (at convention 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.
- d. The General Reimbursement Policy will apply to travel and expenses.

12. The second vice president in consultation with his or her selected District Governors-Elect Seminar chairperson and the Leadership Development Division Manager shall select up to three Lion to serve as First Vice District Governors/District Governors-Elect Seminar associates for the year in which the individual serves as the first vice president. The First Vice District Governors/District Governors-Elect Seminar associate would be expected to fulfill the following responsibilities:

- a. Support the International First Vice President and District Governors-Elect Seminar Chairperson as needed.
 - b. Be willing and prepared to serve as a back-up First Vice District Governors/District Governor-Elect Seminar group leader, if a First Vice District Governors/District Governor-Elect Seminar group leader is unable to fulfill their duties.
 - c. Participate in all First Vice District Governors/District Governor-Elect Seminar group leader preparation webinars and the two-day First Vice District Governors/District Governor-Elect Seminar group leader briefing and daily debriefs at the First Vice District Governors/District Governor-Elect Seminar at St. Charles, IL USA location.
 - d. Assist with the First Vice District Governor/District Governor-Elect photographs with the International First Vice President and Lions Clubs International headquarters tour event during the First Vice District Governors/District Governor-Elect Seminar at St. Charles, IL USA location.
 - e. Provide support for general session and classroom logistics during the First Vice District Governors/District Governor-Elect Seminar at St. Charles, IL USA location.
 - f. Provide support to group leaders, guests and staff during the First Vice District Governors/District Governor-Elect Seminar at St. Charles, IL USA location.
13. Qualified candidates for the position of First Vice District Governors/District Governor-Elect Seminar associate shall meet the following requirements:
- a. Served as teaching faculty for LCI-sponsored training including Advanced Lions Leadership Institute, Faculty Development Institute, Lions Certified Instructor Program, previous MERL Chairpersons Seminar, District Governors-Elect Seminar or equivalent multiple district or higher level training events including Global Action Team training.
 - b. Completed a term as district governor
 - c. ABILITY TO SPEAK AND UNDERSTAND ENGLISH, OR LOCAL ACCESS TO NON-LCI TRANSLATION SERVICES, FOR COMMUNICATIONS BETWEEN GROUP LEADERS AND LIONS CLUBS INTERNATIONAL HEADQUARTERS.
 - d. Ability to effectively use the Internet, LCI website and electronic mail
 - e. Agree to present board approved LCI curriculum
 - f. Not endorsed and certified for international office from the beginning of the term as First Vice District Governors/District Governor-Elect Seminar associate through the

seminar for which the individual serves as First Vice District Governors/District Governor-Elect Seminar associate.

14. Associates

- a. The Association shall pay First Vice District Governors/District Governor-Elect Seminar associate not covered under any other Rules of Audit, six (6) days hotel for First Vice District Governors/District Governor-Elect Seminar at St. Charles, IL USA location (only). When traveling to the First Vice District Governors/District Governor-Elect Seminar at St. Charles, IL USA location (only) 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 at St. Charles, IL USA location (only). One night hotel and meal expenses for a rest day will be reimbursed for the First Vice District Governors/District Governor-Elect Seminar at St. Charles, IL USA location (only). 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. For the First Vice District Governors/District Governor-Elect Seminar at St. Charles, IL USA location (only), one (1) economy roundtrip airline ticket for First Vice District Governors/District Governor-Elect Seminar associate by the shortest and most direct route for the approved travel dates only. Final airfare reimbursement will be based on actual costs and original receipts.
- d. The General Reimbursement Policy will apply to travel and expenses.

E. FIRST YEAR DIRECTORS ORIENTATION

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

F. ONGOING LEADERSHIP DEVELOPMENT PROGRAMS

1. Advanced Lions Leadership Institute

- a. The purpose of the Advanced 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 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 Development Division in consultation with the Leadership Development Committee and the Global Action Team Constitutional Area/Regional Leaders.
- d. Beginning with fiscal year 2020-2021, certification through the Lions Certified Instructor Program will be required to serve as faculty on behalf of Lions Clubs International for Advanced Lions Leadership Institutes.
- e. All faculty members are expected to adhere to established Advanced Lions Leadership Institute curriculum.
- f. The district of a respective Advanced 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.

- g. Lions Clubs International will pay for each participant's meals and lodging during the actual days of the institute, in accordance with the General Reimbursement Policy. Additionally, upon approval to attend the institute, a non-refundable participation fee of US\$125.00 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. Qualified district governors will be considered for participation on a space available basis only.
- c. Lions participating in this three 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 Development Division in consultation with the Leadership Development Committee and the Global Action Team Constitutional Area/Regional Leaders.
- e. Beginning with fiscal year 2020-2021, certification through the Lions Certified Instructor Program will be required to serve as faculty on behalf of Lions Clubs International for Faculty Development Institutes.
- f. All faculty members are expected to adhere to established Faculty Development Institute curriculum.
- g. 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.

- h. Lions Clubs International will pay for each participant's meals and lodging during the actual days of the institute, in accordance with the General Reimbursement Policy. Additionally, upon approval to attend the institute, a non-refundable participation fee of US\$150.00 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 Leadership Development Division provides curriculum and guidelines, including faculty requirements such as Faculty Development Institute and Lions Certified Instructor Program certification, to host an Emerging Lions Leadership Institute. Institute materials will be available upon approval of a local Emerging Lions Leadership Institute application.

- d. While Lions Clubs International provides curriculum support, the Lions who organize the Emerging Lions Leadership Institute are responsible for its operations and related expenses.
- e. All faculty members are expected to adhere to established Emerging Lions Leadership Institute curriculum.

4. Regional Lions Leadership Institute

- a. The purpose of the Regional Lions Leadership Institute is to provide Lions an opportunity to enhance skills in preparation for leadership responsibilities at the club, zone, region and district levels.
- b. Qualified candidates for Regional Lions Leadership Institutes are Lions in good standing who want to develop leadership skills to better support multiple district or district initiatives.
- c. The Leadership Development Division provides curriculum and guidelines, including faculty requirements such as Faculty Development Institute and Lions Certified Instructor Program certification, to host a Regional Lions Leadership Institute. Institute materials are available to download on lionsclubs.org.
- d. While Lions Clubs International provides curriculum support, the Lions who organize the Regional Lions Leadership Institute are responsible for its operations and related expenses.

5. Lions Certified Instructor Program

- a. The purpose of the Lions Certified Instructor Program is to provide a certification program for Lions instructors and increase the number of certified instructors to draw from for training at all levels throughout all constitutional areas.
- b. The Lions Certified Instructor Program consists of a multiple-track and multiple-level development path. Qualified participants can pursue all levels but acceptance and certification are not guaranteed.
- c. The duration of Lions Certified Instructor Program certification will be based upon the date the certification was awarded. During the Lions fiscal year the Lions Certified Instructor Program certification will expire, candidates will be contacted to apply for LCIP recertification. Lions are not required to recertify; however, if a candidate is not recertified prior to the expiration of the Lions Certified Instructor Program certification period, the LCIP certification will no longer be valid.

(1) Lions Certified Instructor Program certification will be valid thru June 30, 2022 for Lions certified from July 1, 2017 thru June 30, 2018.

- (2) Lions Certified Instructor Program certification will be valid thru June 30, 2023 for Lions certified from July 1, 2018 thru June 30, 2020.
 - (3) Effective July 1, 2020, all LCIP certifications received within a Lions fiscal year will be valid for three years but not to exceed four years. Year one will be considered the fiscal year which the certification was awarded within. The recertification period will be from July 1 thru June 30 of the 4th year of certification.
- d. The budget, locations, curriculum, schedule, Lions faculty, participant qualifications and selection procedures will be determined by the Leadership Development Division in consultation with the Leadership Development Committee and the Global Action Team Constitutional Area/Regional Area Leaders.
 - e. Beginning with fiscal year 2020-2021, certification through the Lions Certified Instructor Program will be required to serve as faculty on behalf of Lions Clubs International for the Lions Certified Instructor Program.
 - f. For the LCIP in-person certification training, all faculty members are expected to adhere to established Lions Certified Instructor Program curriculum, with the understanding that fidelity to the curriculum is maintained allowing for reasonable regionalization provided learning objectives are not compromised.
 - g. For the LCIP training, Lions Clubs International will pay for each participant's meals and lodging during the actual days of the training, in accordance with the General Reimbursement Policy. Additionally, upon approval to attend the training, a non-refundable participation fee of US\$200.00 will be required to offset these costs. Participants are responsible to pay for their own transportation and related travel expenses to and from the training. All participants must stay at the designated training facility and must attend all training sessions and organized meals.
 - h. For the LCIP training, the 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 training classes. This charge will defray association expenses incurred for accommodations and meals for non-participating attendees.
 - i. 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.