

Europa Forum – Dublin, Ireland 2025

*Cherish Our Past,  
Envision Our Future*



**Lions International**

**Resolutions for consideration at Europa Forum – Dublin 2025**

## Resolution 5

Annual report of the Lions Academy Europe submitted to the European Council in reference to Resolution N. 2 of the European Council 2024 Bordeaux

The European Council approves the Status Report with Appendices of the Lions Academy Europe for the fiscal year 2024-2025

***To be voted***

Please see attached document

Signed on,  
10<sup>th</sup> June 2025

## **Draft Resolution submitted by the Long Range Planning Committee Europe on behalf of the Lions Academy Europe to the European Council at the Europa Forum Dublin 2025**

### **Subject:**

Annual report of the Lions Academy Europe submitted to the European Council in reference to Resolution N. 2 of the European Council 2024 Bordeaux

### **Explanation:**

Leadership training and development is vital in developing and strengthening Lionism in Europe. As a new step in this direction, the European Council decided to create the Lions Academy Europe under the guidance and supervision of the LRPCE.

As per Resolution 2, of the European Council 2024 Bordeaux, the Academy is obliged to report on the build-up once every year, at the forthcoming Europa Forums. Therefore, Lions Academy Europe through the Long-Range Planning Committee Europe is submitting its 1st Annual Report to the European Council.

This resolution contains a Reporting File, containing the following documents and attachments:

- #1 - First Annual Report to the European Council
- #2 - LAE Logo Files
- #3 - LAE Branding Materials (ZOOM Backgrounds and PPT Template)
- #4 - LAE Presentation on the RoP and the Control Tower
- #5 – LAE Letterhead Files
- #6 – LAE Terms of Reference Files
- #7 – LAE Archive Operations Policies Files
- #8 – LAE Rules of Procedure – Concept

### **Financial impact:**

None

### **Proposed Resolution:**

The European Council approves the Status Report with Appendices of the Lions Academy Europe for the fiscal year 2024-2025,

**Submitted by**



**PIP Guðrún Björt Yngvadóttir  
Chairperson**

**LONG RANGE PLANNING COMMITTEE EUROPE**

#1 - First Annual Report to the European Council

#2 - LAE Logo Files



#3 - LAE Branding Materials (ZOOM Backgrounds and PPT Template)



Zoom Meeting General



Zoom Meeting Front



Zoom Meeting Background Left



Zoom Meeting Background Right



Presentation Template

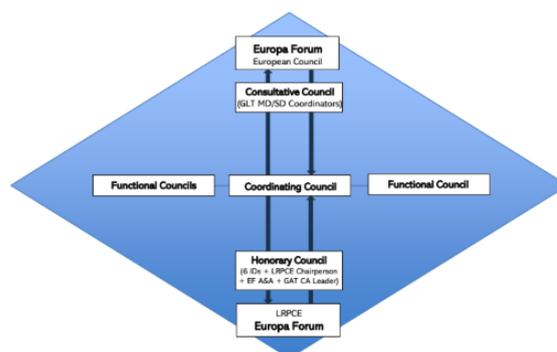


## Welcome & Purpose

- Introducing the Updated Rules of Procedure
- Vision: Transparency, Leadership Development, Mission 1.5 Alignment

## Governance Structure Overview

- **Rhomboid model:**  
Consultative Council;  
Honorary Council;  
Functional Councils
- **Coordinating Council =**  
Core Governing Body
- **Reporting to Europa Forum**  
and LRPCE





## Coordinating Council

- Chancellor & Vice-Chancellor
- Terms: 2+2 years, staggered for continuity
- Vice-Chancellor first term: 1 year
- Leadership pathways and service limitations
- Strategic and operational oversight



## Consultative and Honorary Councils

- **Consultative Council:** MD/SD GLT Coordinators
- **Honorary Council:** Strategic advisory, safeguarding continuity
- Distinct roles, shared alignment with strategic objectives



## Working Groups

- Temporary and permanent Working Groups
- **Permanent Working Group on Certification of Trainers**
- Certification process under Coordinating Council authority



## Membership and Participation

- Based on competence, commitment, inclusiveness
- Eligibility to run for Chair/Chancellor: Full term service or 3 years membership
- Clear career pathways within the Academy



## Meetings and Procedures

- Monthly Coordinating Council meetings
- Quorum = 50%+1
- Decisions by consensus or majority
- The Chancellor breaks the tie
- Escalation to Honorary Council if unresolved



## Operational Management and Training

- Annual planning by Planning Council
- Mandatory cross-council collaboration
- Training Planning, Delivery, Certification (Planning, Academic, Technology Councils)
- Certification overseen by Coordinating Council



## Management and Compliance

- **Archiving:** GDPR compliance and templates
- **Financial Management:** Transparency, audited reporting
- **Communications:** Strategic branding and outreach
- **Legal Framework:** Future legal status, CSR mechanisms



## Next Steps & Implementation

- **New Lions Year**
- 6-month transitional alignment phase
- Finalization of **annexes** and **operational templates**
- **Alignment** of Councils and **Activation** of Working Groups

# #4 - LAE Presentation on the Control Tower



## Lions Academy Europe: TRAINING PROPOSAL

**STARTING PREMISE**  
 THIS PROPOSAL IS A RESULT OF CONSIDERATIONS DERIVING FROM DATA ANALYSIS AND THE CHALLENGES THAT THE ASSOCIATION IS HAVING IN TERMS OF MEMBERSHIP (MISSION 1.8), SERVICE AND LEADERSHIP. THE GAT AND THE GMA PROCESSES ARE OF GREAT IMPORTANCE FOR THE ASSOCIATION IN THIS STRATEGIC MOMENT. THIS IS A FIRST PROPOSAL. OTHERS ARE UNDER STUDY.

**POSITIONING WITH RESPECT TO THE CURRENT TRAINING STRUCTURE**

**CLUB OFFICER TRAINING PROGRAM**  
MOTIVATION INFORMATION AND LEADERSHIP INTRODUCTION  
COT

**ENTRANCE LEADERSHIP TRAINING (ELLI)**  
GROWTH LEADERSHIP TRAINING (RLI)  
COMPLETION LEADERSHIP TRAINING (EALLI)

**NEW TRAINING SKILLS**  
YOUNG LIONS LEADERSHIP SEMINAR (YLLS)  
1. EMOTIONAL INTELLIGENCE  
2. MARKING A PITCH  
3. SOCIAL MEDIA MARKETING  
4. 90A SKILLS TRAINING  
5. ONLINE + How to Coach

**CONTINUOUS TRAINING OF TRAINERS**  
+  
INSTRUCTIONAL DESIGN

**FDI TRAINER PROGRAM**  
+  
LCIP TRAINER PROGRAM

**MASTER TRAINER PROGRAM**

**CLUB OFFICER TRAINING**

- A NEW TRAINING STRUCTURE
- IT PLACES EVEN BEFORE THE ELLI COURSE CONTENTS
- DEDICATED TO THE GAT STRUCTURE OF CLUB (GLT, GMT, GET, GST, LCIP)
- DIRECTLY LINKED TO THE CONTENTS PRESENT ON THE OFFICIAL ONLINE COURSES (MAYBE ALSO CONNECTED TO THESE) AND UNIFORM FOR THE WHOLE NATIONAL - INTERNATIONAL TERRITORY
- TRANSLATED INTO THE LANGUAGES OF THE COUNTRIES IN WHICH THE TRAINING WILL TAKE PLACE
- ADAPTED TO LOCAL/EUROPEAN CULTURE

**EDUCATIONAL OBJECTIVES**

- TO CREATE A SINGLE BASIC FORMAT FOR EACH INDIVIDUAL CLUB COORDINATOR, STARTING FROM MATERIAL AVAILABLE ON THE LIONS INTERNATIONAL WEBSITE. EASILY RECOGNIZABLE FOR SUBSEQUENT INSIGHTS.
- CLUB OFFICERS MAY LATER USE OTHER MATERIALS AND DOCUMENTATION FOR ACCESS TO E-LEARN COURSES AND RECOGNIZE THE ROLE AND CHARACTERISTICS OF THE CLUB GLT/GMT/GST/LCIP OFFICER.
- IDENTIFY THE TASKS OF THE GLT/GMT/GET/GST/LCIP OFFICERS
- ACTIVATE AWARENESS INITIATIVES IN THE CLUB AND USE STRATEGIES FOR THE GOAL (LEADERSHIP/MEMBERSHIP/SERVICE) GLOBAL MEMBERSHIP APPROACH
- SESSIONS CAN BE HELD SEPARATELY OVER A PERIOD OF 90 MIN, OR ON A DEDICATED DAY TRAINING WITH 4 SESSIONS: 1 FOR ALL (GAT) AND 3 FOR EACH TYPE OF GLT/GMT/GET/GST/LCIP OFFICER.

**Participant Manuals - Instructor Guide - Slides**

## Lions Academy Europe: CONTROL TOWER

CLUBS - DISTRICTS

ACTIVATION REQUEST

SHARED WITH DISTRICT GLTs AND DGs

PLANNING COUNCIL

TRAINERS

TRAINING ACTION    TRAINING ACTION    TRAINING ACTION

**ACTION PROTOCOL (SUMMARY):**

- THE COURSE ACTIVATION APPLICATION IS SUBMITTED ON A FORM WHICH MUST BE SIGNED BY THE GLT AND THE DG. THE APPLICATION CAN BE MADE DIRECTLY BY THE DISTRICT OR BY A GROUP OF CLUBS (ZONES AND REGIONS).
- THE CONTROL TOWER RECEIVES THE REQUEST DATA (WITH PLACE, DATES OF PROPOSALS, NUMBER OF PARTICIPANTS AND LANGUAGE) AND CONTACTS THE CERTIFIED TRAINERS IN THE AREA.
- WHEN THE AVAILABLE TRAINERS HAVE BEEN CONFIRMED, CONFIRM THE COURSE ACTIVATION, SUBMIT A CHECKLIST TO THE COURSE COORDINATOR.
- THE CONTROL TOWER FORWARDS THE COURSE COORDINATOR THE MATERIALS (PARTICIPANTS MANUAL) WHICH IN PDF FORMAT WILL BE FORWARDED TO THE PARTICIPANTS WITH EXPRESS REQUEST TO PRINT IT AND BRING IT ON THE DAY OF THE COURSE. AT THE SAME TIME THE INTRODUCTORY AND PREPARATORY EXERCISES FOR THE COURSE ARE FORWARDED.
- FROM THIS MOMENT THE TRAINERS WILL BE IN CONTACT WITH THE COORDINATOR IN ORDER TO PLAN EVERY ASPECT (WHICH HOWEVER HAS BEEN SPECIFIED IN THE CHECK LIST).
- AT THE CONCLUSION OF THE COURSE THE COORDINATOR WILL FORWARD THE CLOSING REPORT SIGNED BY THE TRAINERS, WITH THE NAME OF THE PARTICIPANTS AND ACCOMPANYING NOTES TO IMPROVE FUTURE COURSES

**SOME ORGANIZATIONAL SPECIFICATIONS:**

- TRAINERS WILL BE CHOSEN AMONG THOSE WHO HAVE CARRIED OUT AT LEAST THE FIRST LEVEL TRAINERS PROGRAM
- TRAINERS WILL ALL HAVE ACCESS TO A DRIVE WHERE TO DOWNLOAD THE MOST UPDATED TRAINING MATERIAL
- THE MATERIALS WILL BE CONSTANTLY UPDATED AND CORRECTED
- THE TRAINERS CLOSEST TO THE TRAINING PLACE WILL HAVE PRE-EMPTION IN ORDER TO CONTAIN COSTS
- THE TRAINING ROOM IS THE CHARGE OF THE ORGANIZERS
- EXPENSE REFUNDS FOR TRAINERS WILL BE CALCULATED FOR DISTANCES OVER 50km OR FOR COURSES OVER SEVERAL DAYS.
- THE FINAL REPORT WILL BE SENT TO THE DISTRICT GLT FOR THE ENTRY OF DATA ON THE LIONS INTERNATIONALE PORTAL AND THE RESPECTIVE REPORTING

**2023-2024 DRAFT**

## #5 – LAE Letterhead Files



### Lions Academy Europe

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Date

Dear Recipient,

We love the look of this stationery just the way it is. But you can add your own personal touch in almost no time.

On the Design tab of the ribbon, check out the Themes, Colors, and Fonts galleries to preview different looks from a variety of choices. Then just click to apply the one you like.

We've also created styles that let you match the formatting you see in this letter with just a click. On the Home tab of the ribbon, check out the Styles gallery for all styles used in this letter.

Find even more easy-to-use tools on the Insert tab, such as to add a hyperlink or insert a comment.

Sincerely,

Your Name

**Lions Academy Europe**

*Name of Council*

Name of Person Sending

[lae.taskforce@gmail.com](mailto:lae.taskforce@gmail.com)



**Lions Academy Europe**

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## #6 – LAE Terms of Reference Files

### **Terms of Reference for the Councils of Lions Academy Europe**

The Councils of Lions Academy Europe (LAE) form an integrated governance structure, each with distinct roles that collectively drive the Academy's mission to nurture leadership and training excellence. While all councils contribute to the Academy's success, their responsibilities and focus areas vary, reflecting their unique contributions to the broader organizational goals.

The **Coordinating Council**, often referred to as the "control tower," orchestrates the Academy's overall operations. It ensures synchronization among the councils, oversees strategic alignment, and facilitates effective decision-making. This council acts as the unifying entity that guarantees all efforts converge towards shared goals.

At the core of LAE's operations are the **Planning Council** and the **Academic Council**, which serve as the Academy's intellectual and strategic foundation. The Planning Council defines the Academy's trajectory, setting priorities and aligning initiatives with its long-term vision and guidance from the Lions of Europe. The Academic Council ensures the quality, relevance, and innovation of educational content and programs, shaping the Academy's impact on future leaders.

The **Secretarial and Archival Council** serves as the administrative backbone of LAE. It manages legal and human resource activities, acts as the Academy's secretariat, and preserves institutional memory through meticulous documentation and record-keeping, ensuring continuity and legacy.

The **Financial and Budgeting Council** is entrusted with ensuring the Academy's fiscal sustainability. It develops budgets, monitors financial performance, and oversees resource allocation to support the successful implementation of all initiatives.

The **Technology Council** focuses on integrating innovative tools and digital solutions into the Academy's operations and products. It ensures that the Academy remains technologically equipped to deliver impactful training and support its strategic goals.

The **Marketing Council** is tasked with building the Academy's visibility and reputation. Through strategic communication and outreach, it fosters engagement with stakeholders and amplifies the Academy's mission and achievements.

The Academy is led by a Chairperson/Chancellor and Vice Chairperson/Vice-Chancellor, responsible for steering the Academy and representing it to the Lions of Europe and its partners and collaborators. The Chairperson and Vice-Chairperson are appointed by the Lions Leaders of Europe, based on their expertise for a period of three years, with the possibility for reappointment. Each council is led by a Chairperson responsible for steering their respective council's efforts and representing it at the Coordinating Council. The Chairperson of the Council recommends to the Coordinating Council the appointment of the members of the council, based on their expertise and commitment, ensuring that every council operates with a high level of professionalism and impact. The Coordinating Council will appoint from between 5 and 12 members to each of the individual Councils, while the Chairperson of the Council will appoint the Vice-Chairperson from within its members.

Meetings are held regularly for individual councils with a monthly meeting for the Coordinating Council to maintain momentum and address emerging challenges. Decisions are made through consensus or majority voting, with unresolved issues escalated to the Coordinating Council for

resolution. Regular reporting ensures transparency and accountability, fostering trust and collaboration across the Academy.

Together, the councils of Lions Academy Europe form a cohesive and dynamic framework. By combining strategic oversight, academic innovation, administrative support, financial stewardship, technological integration, and effective marketing, they ensure the Academy continues to thrive as a transformative force in leadership development and education.

**When drafting the ToR attention should be given to:**

1. **Define Objectives Clearly:** Outline the purpose of each council and how their work contributes to the overall goals of LAE.
2. **Specify Composition and Roles:** Detail the roles of the Chairperson, Vice Chairperson, and members, as well as criteria for selection.
3. **Set Decision-Making Guidelines:** Establish processes for decision-making, quorum requirements, and escalation mechanisms.
4. **Outline Deliverables:** Specify expected outputs, including annual plans, performance metrics, and progress reports.
5. **Include Accountability Mechanisms:** Define reporting requirements and evaluation processes for each council.
6. **Review and Update Periodically:** Ensure the ToR is reviewed regularly to reflect evolving needs and priorities.

**Proposed Organogram for Lions Academy Europe**

**Level 1: Governance**

- Consultative Board
  - Provides overall guidance and strategic direction.

**Level 2: Coordination**

- Coordinating Council
  - Chairperson
  - Vice Chairperson
  - Chairs of Individual Councils

**Level 3: Functional Councils**

1. **Planning Council**
  - Responsible for strategic planning and priority setting.
2. **Academic Council**
  - Focuses on educational content and program innovation.
3. **Secretarial and Archival Council**

- Manages administrative, legal, and HR functions; preserves institutional memory.
- 4. **Financial and Budgeting Council**
  - Ensures fiscal oversight and resource allocation.
- 5. **Technology Council**
  - Implements technological tools and solutions.
- 6. **Marketing Council**
  - Leads communications and stakeholder engagement efforts.

### **Draft Terms of Reference (ToR) for Council X**

To ensure consistency, accountability, and clarity in the operation of all councils within Lions Academy Europe (LAE), the following framework can serve as a guideline for drafting the Terms of Reference (ToR) for each council:

1. **Purpose and Scope**
  - Clearly define the role and function of the council within the governance structure of LAE.
  - Articulate how the council contributes to the overall mission and objectives of the Academy.
2. **Objectives**
  - Identify specific goals and expected outcomes that the council will aim to achieve.
  - Include activities or initiatives aligned with the council's focus area.
3. **Composition**
  - Specify the roles and composition of the council, including:
    - Chairperson: Responsible for leadership and strategic direction.
    - Vice Chairperson: Supports the Chairperson and ensures continuity.
    - Members: Experts or stakeholders relevant to the council's function.
  - Provide details on the selection or appointment process, tenure, and eligibility criteria for members.
4. **Responsibilities**
  - Outline the key duties of the council, including:
    - Planning and implementing initiatives relevant to their scope.
    - Contributing to strategic discussions and decision-making.
    - Reporting on progress and challenges to the Coordinating Council.

- Define individual responsibilities for leadership roles and general member participation.
- 5. **Decision-Making Process**
  - Establish clear protocols for decision-making, such as:
    - Consensus or majority vote for decisions.
    - Procedures for escalating unresolved issues to higher bodies like the Coordinating Council.
    - Define quorum requirements for meetings.
- 6. **Reporting and Accountability**
  - Include guidelines for regular reporting to relevant bodies, such as:
    - Progress reports on initiatives.
    - Annual performance reviews and evaluations.
  - Emphasize transparency and documentation for institutional memory.
- 7. **Meeting Frequency**
  - Recommend a schedule for regular meetings (e.g., monthly, quarterly) with flexibility for additional sessions as needed.
  - Ensure meetings are documented with agendas, minutes, and action points.
- 8. **Review and Adaptation**
  - Encourage periodic reviews of the ToR to ensure they remain relevant and aligned with the evolving goals of LAE.
  - Allow for amendments to address emerging needs or changes in the Academy's structure.

### **Additional Legal Work and Forms to be included as part or annex to ToR**

1. **Conflict of Interest Declaration**
  - Each council member should sign a declaration to disclose any potential conflicts of interest.
  - Ensures transparency and avoids any biases in decision-making.
2. **Confidentiality Agreement**
  - A binding document that ensures members will protect sensitive information discussed or accessed during their tenure.
3. **Code of Conduct**
  - Outlines expected behavior, responsibilities, and ethical standards for all council members.

- Members should sign this document upon appointment.
4. **Appointment Letter or Agreement**
    - A formal contract that specifies the roles, responsibilities, and tenure of each council member.
    - Includes details about the appointment process, expectations, and terms for removal or resignation.
  5. **Indemnity and Liability Clauses**
    - A clause or separate document addressing the indemnity of council members during their tenure, ensuring legal protection for actions taken in good faith within their role.
  6. **Performance Evaluation Framework**
    - Templates or guidelines that detail how council and individual performance will be assessed.
    - Could include annual self-assessments or peer evaluations.
  7. **Meeting and Reporting Templates**
    - Standardized forms for agendas, minutes, and action points from council meetings.
    - Templates for quarterly and annual reports to the Coordinating Council.
  8. **Record Submission and Retrieval Forms**
    - Forms for submitting documents to the archives and requesting access to archived records.
    - Ensures proper tracking and documentation.
  9. **Non-Disclosure Agreement (NDA)**
    - A separate agreement for members who may handle highly sensitive or proprietary information.

## **Terms of Reference**

### **Academic Council**

#### **1. Purpose and Scope**

Responsible for shaping LAE's educational content and academic standards. Ensures the quality and relevance of training programs and certification criteria.

#### **2. Objectives**

- Develop and update training curricula.
- Design certification programs and evaluation tools.
- Innovate pedagogical approaches.

#### **3. Composition**

- Chairperson and Vice Chairperson
- 5–12 members with academic, educational, or training expertise

#### **4. Responsibilities**

- Coordinate with Planning and Technology Councils
- Contribute to trainer certification assessments
- Submit proposals to the Coordinating Council

#### **5. Decision-Making Process**

- Decisions by simple majority; quorum: 50% + 1

#### **6. Reporting and Accountability**

- Biannual activity and curriculum reports
- Participates in joint evaluations with Planning Council

#### **7. Meeting Frequency**

- At least quarterly
- Meeting minutes must be archived

#### **8. Review and Adaptation**

- ToR reviewed every two years or after significant programmatic changes

## **Terms of Reference**

### **Coordinating Council**

#### **1. Purpose and Scope**

The Coordinating Council ensures strategic coherence and operational alignment across all functional councils within LAE. It acts as the Academy's principal decision-making and oversight body, guiding the implementation of its mission.

#### **2. Objectives**

- Align strategic direction across the Academy.
- Approve council memberships and annual work plans.
- Monitor performance, progress, and institutional coordination.

#### **3. Composition**

- Chairperson (Chancellor)
- Vice Chairperson (Vice-Chancellor)
- Chairpersons of all Functional Councils
- Appointed for a term aligned with LAE Rules of Procedure.

#### **4. Responsibilities**

- Convene monthly coordination meetings.
- Approve policies, certifications, and cross-council initiatives.
- Represent LAE to external stakeholders.
- Ensure institutional integrity, collaboration, and transparency.

#### **5. Decision-Making Process**

- Simple majority voting; quorum: 50% + 1
- Escalation of unresolved matters to Honorary Council when needed

#### **6. Reporting and Accountability**

- Receives and reviews quarterly and annual reports from all Councils
- Reports annually to the Europa Forum and regularly to the LRPCE

#### **7. Meeting Frequency**

- Monthly; extraordinary meetings may be called as required

- All meetings are documented

## **8. Review and Adaptation**

- ToR reviewed biennially or upon recommendation from the LRPCE or Honorary Council
- 

## **2. Academic Council**

### **1. Purpose and Scope**

Responsible for shaping LAE's educational content and academic standards. Ensures the quality and relevance of training programs and certification criteria.

### **2. Objectives**

- Develop and update training curricula.
- Design certification programs and evaluation tools.
- Innovate pedagogical approaches.

### **3. Composition**

- Chairperson and Vice Chairperson
- 5–12 members with academic, educational, or training expertise

### **4. Responsibilities**

- Coordinate with Planning and Technology Councils
- Contribute to trainer certification assessments
- Submit proposals to the Coordinating Council

### **5. Decision-Making Process**

- Decisions by simple majority; quorum: 50% + 1

### **6. Reporting and Accountability**

- Biannual activity and curriculum reports
- Participates in joint evaluations with Planning Council

### **7. Meeting Frequency**

- At least quarterly
- Meeting minutes must be archived

## **8. Review and Adaptation**

- ToR reviewed every two years or after significant programmatic changes
- 

### **3. Planning Council**

#### **1. Purpose and Scope**

Leads strategic and operational planning, including annual programs, resource allocation, and coordination across the Academy.

#### **2. Objectives**

- Develop the Academy's annual work plan
- Oversee the training calendar and certification operations
- Monitor progress on strategic priorities

#### **3. Composition**

- Chairperson and Vice Chairperson
- 5–12 members with planning and coordination experience

#### **4. Responsibilities**

- Ensure inter-council coordination for deliverables
- Collaborate with the Academic Council on certification implementation
- Align resources with goals

#### **5. Decision-Making Process**

- Simple majority; quorum: 50% + 1

#### **6. Reporting and Accountability**

- Monthly updates to the Coordinating Council
- End-of-year planning and implementation report

#### **7. Meeting Frequency**

- Quarterly; additional meetings as needed

#### **8. Review and Adaptation**

- Reviewed every two years in coordination with the Coordinating Council
- 

### **4. Financial and Budgeting Council**

## **1. Purpose and Scope**

Oversees LAE's fiscal strategy, budgeting, and financial compliance.

## **2. Objectives**

- Prepare and manage the annual budget
- Monitor expenditures and financial risk
- Ensure financial transparency

## **3. Composition**

- Chairperson and Vice Chairperson
- 5–12 members with financial or nonprofit accounting experience

## **4. Responsibilities**

- Coordinate with other councils for budget planning
- Review and assess financial needs
- Advise on CSR funding mechanisms

## **5. Decision-Making Process**

- Simple majority; quorum: 50% + 1

## **6. Reporting and Accountability**

- Quarterly financial updates
- Annual financial statement

## **7. Meeting Frequency**

- At least quarterly

## **8. Review and Adaptation**

- Reviewed every three years or upon fiscal policy changes

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## **5. Technology Council**

### **1. Purpose and Scope**

Supports LAE's digital infrastructure and technological delivery systems.

### **2. Objectives**

- Maintain training platforms and IT systems

- Recommend new tools for digital learning
- Ensure cybersecurity and data integrity

### **3. Composition**

- Chairperson and Vice Chairperson
- 5–12 members with IT and educational technology experience

### **4. Responsibilities**

- Provide digital support to training delivery
- Implement secure data management tools
- Collaborate with Academic and Planning Councils

### **5. Decision-Making Process**

- Simple majority; quorum: 50% + 1

### **6. Reporting and Accountability**

- Technical updates to Coordinating Council every six months

### **7. Meeting Frequency**

- At least quarterly

### **8. Review and Adaptation**

- Reviewed biennially or as new technology is adopted

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## **6. Marketing Council**

### **1. Purpose and Scope**

Manages LAE's communications, public image, and stakeholder engagement.

### **2. Objectives**

- Develop outreach strategies
- Promote events and programs
- Align communications with Lions International branding

### **3. Composition**

- Chairperson and Vice Chairperson
- 5–12 members with communications, media, or branding experience

#### **4. Responsibilities**

- Coordinate messaging with other Councils
- Manage digital platforms and print materials
- Engage stakeholders across Europe

#### **5. Decision-Making Process**

- Simple majority; quorum: 50% + 1

#### **6. Reporting and Accountability**

- Quarterly communications review

#### **7. Meeting Frequency**

- Quarterly or as required by program needs

#### **8. Review and Adaptation**

- Reviewed annually for strategic alignment
- 

### **7. Secretarial and Archival Council**

#### **1. Purpose and Scope**

Provides administrative, legal, and recordkeeping support for LAE operations.

#### **2. Objectives**

- Ensure compliance with archiving standards
- Support coordination across councils
- Maintain institutional memory

#### **3. Composition**

- Chairperson and Vice Chairperson
- 5-12 members with administrative, HR, or legal experience

#### **4. Responsibilities**

- Administer appointments and declarations
- Manage archives and document templates
- Support legal compliance processes

#### **5. Decision-Making Process**

- Simple majority; quorum: 50% + 1

## **6. Reporting and Accountability**

- Biannual compliance and archiving reports

## **7. Meeting Frequency**

- Quarterly

## **8. Review and Adaptation**

- Reviewed every two years or following legal changes

# **Terms of Reference**

## **Financial and Budgeting Council**

### **1. Purpose and Scope**

Oversees LAE's fiscal strategy, budgeting, and financial compliance.

### **2. Objectives**

- Prepare and manage the annual budget
- Monitor expenditures and financial risk
- Ensure financial transparency

### **3. Composition**

- Chairperson and Vice Chairperson
- 5–12 members with financial or nonprofit accounting experience

### **4. Responsibilities**

- Coordinate with other councils for budget planning
- Review and assess financial needs
- Advise on CSR funding mechanisms

### **5. Decision-Making Process**

- Simple majority; quorum: 50% + 1

### **6. Reporting and Accountability**

- Quarterly financial updates
- Annual financial statement

### **7. Meeting Frequency**

- At least quarterly

### **8. Review and Adaptation**

- Reviewed every three years or upon fiscal policy changes

## **Terms of Reference**

### **Marketing Council**

#### **1. Purpose and Scope**

Manages LAE's communications, public image, and stakeholder engagement.

#### **2. Objectives**

- Develop outreach strategies
- Promote events and programs
- Align communications with Lions International branding

#### **3. Composition**

- Chairperson and Vice Chairperson
- 5–12 members with communications, media, or branding experience

#### **4. Responsibilities**

- Coordinate messaging with other Councils
- Manage digital platforms and print materials
- Engage stakeholders across Europe

#### **5. Decision-Making Process**

- Simple majority; quorum: 50% + 1

#### **6. Reporting and Accountability**

- Quarterly communications review

#### **7. Meeting Frequency**

- Quarterly or as required by program needs

#### **8. Review and Adaptation**

- Reviewed annually for strategic alignment

## **Terms of Reference**

### **Planning Council**

#### **1. Purpose and Scope**

Leads strategic and operational planning, including annual programs, resource allocation, and coordination across the Academy.

#### **2. Objectives**

- Develop the Academy's annual work plan
- Oversee the training calendar and certification operations
- Monitor progress on strategic priorities

#### **3. Composition**

- Chairperson and Vice Chairperson
- 5–12 members with planning and coordination experience

#### **4. Responsibilities**

- Ensure inter-council coordination for deliverables
- Collaborate with the Academic Council on certification implementation
- Align resources with goals

#### **5. Decision-Making Process**

- Simple majority; quorum: 50% + 1

#### **6. Reporting and Accountability**

- Monthly updates to the Coordinating Council
- End-of-year planning and implementation report

#### **7. Meeting Frequency**

- Quarterly; additional meetings as needed

#### **8. Review and Adaptation**

- Reviewed every two years in coordination with the Coordinating Council

**Terms of Reference**  
**Secretarial and Archival Council**

**1. Purpose and Scope**

Provides administrative, legal, and recordkeeping support for LAE operations.

**2. Objectives**

- Ensure compliance with archiving standards
- Support coordination across councils
- Maintain institutional memory

**3. Composition**

- Chairperson and Vice Chairperson
- 5–12 members with administrative, HR, or legal experience

**4. Responsibilities**

- Administer appointments and declarations
- Manage archives and document templates
- Support legal compliance processes

**5. Decision-Making Process**

- Simple majority; quorum: 50% + 1

**6. Reporting and Accountability**

- Biannual compliance and archiving reports

**7. Meeting Frequency**

- Quarterly

**8. Review and Adaptation**

- Reviewed every two years or following legal changes

## **Terms of Reference**

### **Technology Council**

#### **1. Purpose and Scope**

Supports LAE's digital infrastructure and technological delivery systems.

#### **2. Objectives**

- Maintain training platforms and IT systems
- Recommend new tools for digital learning
- Ensure cybersecurity and data integrity

#### **3. Composition**

- Chairperson and Vice Chairperson
- 5–12 members with IT and educational technology experience

#### **4. Responsibilities**

- Provide digital support to training delivery
- Implement secure data management tools
- Collaborate with Academic and Planning Councils

#### **5. Decision-Making Process**

- Simple majority; quorum: 50% + 1

#### **6. Reporting and Accountability**

- Technical updates to Coordinating Council every six months

#### **7. Meeting Frequency**

- At least quarterly

#### **8. Review and Adaptation**

- Reviewed biennially or as new technology is adopted

## #7 – LAE Archive Operations Policies Files

### **Archive Operation Policies for Lions Academy Europe Training Academy**

The Archive Operation Policies of Lions Academy Europe (LAE) are designed to preserve and manage the Academy's operational, financial, and training records in a secure, accessible, and compliant manner. These policies serve as the cornerstone for ensuring organizational integrity, transparency, and accountability while supporting the Academy's operational needs and member roles.

The policies encompass a wide range of records, including materials from the Coordinating Council, council-specific documents, financial and budgeting records, training materials, participant and trainer certifications, and official communications and reports. Each type of record is subject to specific guidelines, ensuring its relevance, accessibility, and longevity.

Central to the implementation of these policies is the role of the Secretary Archivist, who acts as the primary custodian of archived records. The Secretary Archivist ensures the application of archiving protocols and facilitates secure access to authorized personnel. Council members are responsible for submitting accurate documentation to the archives within defined timeframes, while specialized councils, such as the Academic and Financial Councils, provide oversight for training and financial records respectively.

Records are maintained in accordance with detailed retention guidelines:

- **Coordinating Council Materials:** Meeting agendas, minutes, reports, and recordings are retained for five years, while summaries are preserved indefinitely for broader accessibility.
- **Financial and Budgeting Records:** Budget plans and financial reports are archived for ten years, while project applications and grant agreements are stored permanently with restricted access.
- **Training Materials:** Curricula, guides, audiovisual content, and training calendars are retained until they are updated or deemed obsolete, ensuring the relevance of training resources. Participant and trainer portfolios are updated annually and archived permanently.

Access to archived records is carefully controlled to maintain confidentiality. For example, Coordinating Council reports and financial data are restricted to relevant council members, while training materials are accessible only to trainers who have completed a Curriculum Acceptance Form. Both physical and digital records are stored securely, with physical records housed in locked cabinets and digital records maintained in encrypted, role-based systems with robust backup and disaster recovery mechanisms.

The retrieval of records is a structured process, requiring formal access requests submitted to the Secretary Archivist. Logs of retrieval activities are meticulously maintained to ensure transparency and accountability. Additionally, the disposal of obsolete records is conducted through a biannual review, ensuring secure shredding or permanent digital deletion of records no longer required.

Adherence to these policies is bolstered by compliance with data protection regulations and the guidelines set forth by Lions of Europe. Regular audits of archival systems are conducted to ensure policy enforcement and continuous improvement.

## When drafting the Archive Operation Policies attention should be given to:

1. **Define Objectives and Scope:**
  - Clearly outline the purpose of the archives and the types of records covered by the policies.
  - Establish the role of archiving in supporting institutional memory and compliance.
2. **Specify Roles and Responsibilities:**
  - Detail the duties of the Secretary Archivist, council members, and specialized councils.
  - Ensure clarity on reporting lines and accountability mechanisms.
3. **Include Comprehensive Retention Guidelines:**
  - Define retention periods for each record type based on relevance and legal requirements.
  - Specify conditions for reviewing, updating, and disposing of records.
4. **Establish Access and Confidentiality Protocols:**
  - Outline the process for accessing records, including formal request procedures.
  - Define access levels for different types of records and stakeholders.
5. **Describe Storage and Security Measures:**
  - Highlight physical and digital storage methods, including encryption, backups, and disaster recovery plans.
6. **Incorporate Compliance and Audit Requirements:**
  - Align policies with applicable data protection laws and Lions of Europe guidelines.
  - Include provisions for regular audits and updates to the policies.
7. **Provide Templates and Forms:**
  - Develop standardized forms for record submission, access requests, retrieval logs, and disposal authorizations.

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## The Archive Operations Policies should include the following Forms and Templates

- **Record Submission Form:** For council members to submit documents to the archives.
- **Access Request Form:** To formalize requests for accessing archived records.
- **Retrieval Log Template:** To track who accesses records, when, and for what purpose.
- **Curriculum Acceptance Form:** For trainers accessing training materials.
- **Disposal Authorization Form:** For securely approving the destruction of obsolete records.
- **Audit Checklist:** For conducting periodic reviews of archiving practices.

## **Archive Operation Policies for LAE Training Academy**

### **1. Purpose of Archiving**

To preserve and manage LAE's operational, financial, and training records securely and accessibly while ensuring compliance with organizational protocols and member roles.

### **2. Scope**

This policy governs the management of:

1. **Coordinating Council Materials**
2. **Council-Specific Materials**
3. **Financial and Budgeting Records**
4. **Training Materials**
5. **Participant, Trainer, and Certification Records**
6. **Communications and Reports**

### **3. Responsibilities**

- **Secretary Archivist:** Primary custodian of archived records and responsible for implementing policies.
- **Council Members:** Provide accurate documentation and ensure submission to archives within specified timeframes.
- **Functional Councils:** Review and provide oversight for training and financial records, respectively.

### **4. Document Retention Guidelines**

#### **4.1. Coordinating Council Materials**

- **Meeting Agendas, Minutes, Full Reports, and Recordings:** Retain for 5 years for Council Members.
- **Meeting Summaries:** Retain indefinitely; accessible to LAE Task Force Members and European Council Members.

#### **4.2. Financial and Budgeting Records**

- **Budget Plans and Financial Reports:** Retain for 10 years; accessible to Financial and Budgeting Council Members and the Coordinating Council.
- **Project/Funding Applications and Grant Agreements:** Retain permanently in archives; restricted to the Chairperson and Secretary Archivist.

#### **4.3. Training Materials**

- **Curricula, Guides, and Audiovisual Content:** Retain until replaced or obsolete.
- **Training Calendars:** Retain until replaced or obsolete.
- **Participants' and Trainers' Portfolios:** Update annually and archive permanently.

### **5. Access and Confidentiality**

#### **5.1. Coordinating Council Materials**

- **Agendas, Reports, and Recordings:** Limited to Council Members.
- **Summaries:** Public to LAE Task Force and European Council Members.

#### **5.2. Financial Records**

- **Budget and Reports:** Accessible to Financial Council and Coordinating Council.
- **Funding Applications and Grant Files:** Restricted to Chairperson and Secretary Archivist.

#### **5.3. Training Materials**

- Accessible to trainers/facilitators only after completing a Curriculum Acceptance Form.

### **6. Storage and Retrieval**

#### **6.1. Physical Records**

- Store in locked cabinets with restricted access to authorized personnel (???)
- Implement a unique indexing system for easy reference.

#### **6.2. Digital Records**

- Use encrypted and role-based secure storage systems (cloud).
- Maintain backups and disaster recovery mechanisms.

#### **6.3. Retrieval Process**

- Submit formal access requests to the Secretary Archivist.
- Maintain logs of all retrieval activities.

#### **7. Disposal and Review**

- Conduct a biannual review of records to identify obsolete documents.
- Ensure secure shredding or permanent digital deletion of records no longer required.

#### **8. Compliance and Security**

- Ensure adherence to relevant data protection regulations and Lions of Europe guidelines.
- Conduct periodic audits of archival systems to ensure policy enforcement.

## #8 – LAE Rules of Procedure – Concept

### Concept for the Rules of Procedure for Lions Academy Europe

The **Rules of Procedure for Lions Academy Europe (LAE)** serve as a foundational document, outlining the governance structure, operational framework, and responsibilities necessary for the Academy's effective functioning. These rules aim to ensure consistency, transparency, and alignment with the Academy's mission to foster leadership and training excellence among Lions members across Europe.

The governance structure of LAE is built around a collaborative and dynamic framework. At the helm is the **Coordinating Council**, which acts as the Academy's central governing body. It ensures strategic alignment, oversees resource allocation, and fosters synergy among all councils. Comprising the Chairperson, Vice Chairperson, and Chairs of individual councils, the Coordinating Council is a unifying force that drives the Academy's mission.

Supporting this structure are the individual councils, each tasked with specific functions:

- The **Planning Council** defines the Academy's strategic direction, setting priorities and goals.
- The **Academic Council** ensures the quality and relevance of training programs, fostering innovation in educational content.
- The **Secretarial and Archival Council** manages legal, HR, and documentation functions, preserving the institutional memory.
- The **Financial and Budgeting Council** ensures fiscal responsibility, overseeing budgets and financial planning.
- The **Technology Council** implements innovative digital tools and infrastructure to enhance efficiency.
- The **Marketing Council** promotes visibility and engagement with stakeholders, building the Academy's reputation.

Operationally, LAE emphasizes structured decision-making and accountability. Decisions are made collaboratively, with provisions for escalation where needed. Regular meetings ensure the flow of information and timely resolution of issues, while comprehensive reporting and documentation practices uphold transparency. The Archive Operation Policies further reinforce these principles, preserving records for institutional learning and compliance.

### When drafting the Rules of Procedure

To ensure the Rules of Procedure are comprehensive, clear, and adaptable, the following recommendations should guide their drafting:

1. **Purpose and Scope:**

- Begin by clearly stating the purpose of the document and its role in defining the governance and operations of LAE.
  - Outline the scope, specifying that the rules apply to all councils, committees, and members involved in the Academy.
2. **Governance Structure:**
- Define the roles and responsibilities of the Coordinating Council, individual councils, and any special committees.
  - Include provisions for the creation of ad hoc committees to address specific needs.
3. **Operational Guidelines:**
- Specify processes for decision-making, meeting frequency, and reporting requirements.
  - Highlight mechanisms for conflict resolution and escalation.
4. **Archiving and Documentation:**
- Detail the policies for record-keeping, access, and secure storage.
  - Ensure alignment with data protection regulations and best practices.
5. **Review and Amendments:**
- Include provisions for regular reviews of the rules to ensure they remain relevant and effective.
  - Establish a process for proposing and approving amendments, requiring broad consensus.
6. **Legal Considerations:**
- Discuss the potential for LAE to establish itself as a separate legal entity. This would provide autonomy in managing finances, entering partnerships, and formalizing its operations.
  - Include steps such as drafting a constitution, registering with relevant authorities, and appointing legal advisors.
7. **Inclusivity and Flexibility:**
- Design the rules to accommodate the diverse needs of members across Europe.
  - Allow flexibility to adapt to changing circumstances or emerging opportunities.

## **Establishment as a Separate Legal Entity**

The potential establishment of LAE as a separate legal entity is a critical consideration for long-term sustainability. By formalizing its status, the Academy could independently manage its finances, secure funding, and enhance its credibility as a professional training institution. This move would involve:

1. **Articles of Association or Constitution**
  - Defines the governance structure, objectives, and operational framework of LAE.
  - Includes provisions for amendments and dissolution.
2. **Registration Documents**
  - Required filings with relevant authorities to formalize LAE as a legal entity in the chosen jurisdiction.
3. **Financial Management Policies**
  - Clear policies for budgeting, auditing, and financial reporting to ensure transparency and compliance.
4. **Partnership and Collaboration Agreements**
  - Legal contracts for partnerships with external organizations or sponsors.
5. **Data Protection Policy**
  - Comprehensive guidelines for handling personal and sensitive data, ensuring compliance with relevant regulations.