

# Club Leadership Handbook

A Guide to Effective Club Leadership







**TOASTMASTERS INTERNATIONAL**  
[www.toastmasters.org](http://www.toastmasters.org)

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# Missions, Values, and Promises

## **Toastmasters International Mission**

We empower individuals to become more effective communicators and leaders.

## **District Mission**

We build new clubs and support all clubs in achieving excellence.

## **Club Mission**

We provide a supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth.

## **Toastmasters International Core Values**

- ▶ Integrity
- ▶ Respect
- ▶ Service
- ▶ Excellence

## **Toastmasters International Envisioned Future**

To be the first-choice provider of dynamic, high-value, experiential communication and leadership skills development.

## **Toastmasters International Brand Promise**

Empowering individuals through personal and professional development.

This is the promise Toastmasters International makes to club members. Once we have reached this goal consistently, through all clubs across the globe, we will have achieved club excellence.

## **A Toastmaster's Promise**

As a member of Toastmasters International and my club, I promise:

- ▶ To attend club meetings regularly
- ▶ To prepare all of my projects to the best of my ability, basing them on the Toastmasters education program
- ▶ To prepare for and fulfill meeting assignments
- ▶ To provide fellow members with helpful, constructive evaluations
- ▶ To help the club maintain the positive, friendly environment necessary for all members to learn and grow
- ▶ To serve my club as an officer when called upon to do so
- ▶ To treat my fellow club members and our guests with respect and courtesy
- ▶ To bring guests to club meetings so they can see the benefits Toastmasters membership offers
- ▶ To adhere to the guidelines and rules for all Toastmasters education and recognition programs
- ▶ To act within Toastmasters' core values of integrity, respect, service, and excellence during the conduct of all Toastmasters activities

# Introduction

Congratulations! Elected officers of Toastmasters clubs have the opportunity to aid in the club's success and gain valuable hands-on leadership experience. Unlike other training programs, where individuals learn how to be a successful leader by reading books and attending lectures, Toastmasters provides the opportunity to gain practical leadership experience while helping people learn and grow in their professions and their personal lives.

Club leaders play an important role in the mission of Toastmasters International: We empower individuals to become more effective communicators and leaders.

Serving as a club officer is a great responsibility and an exciting opportunity. The term of office is filled with chances to renew perspectives, practice teamwork, and develop the capacity to translate values and strategies into productive actions.

The tools and resources in this handbook can guide club officers in creating strategies for success and in fulfilling duties as a leader. Publications available on the Toastmasters International website are one such tool; to help identify them, they are listed in this handbook. These resources will help answer leadership questions whether for an experienced leader or a novice.

Look for tips throughout the handbook in maroon for our online and hybrid club meetings. Additional information can be found by going to [www.toastmasters.org/Online-Meetings](http://www.toastmasters.org/Online-Meetings).

## Club-level Leadership Roles

In order to lead a team effectively, club officers must first understand their role within the organization. Having a clear understanding of the responsibilities and procedures is essential to the success of the club. Once club officers know the responsibilities and procedures, they can work cohesively with their team members and fellow club officers.

Each leadership position is represented in this handbook by an icon specific to that role. Throughout the handbook, identify information especially pertinent to each role by locating the appropriate icon. The elected club-level leadership positions described in this handbook are the following.

- 1 Club President
- 2 Vice President Education
- 3 Vice President Membership
- 4 Vice President Public Relations
- 5 Club Secretary
- 6 Club Treasurer
- 7 Sergeant at Arms

## Get Started

- ▶ **Read this handbook.** Pay special attention to each specific role and the Toastmasters calendar, and use the handbook as a reference throughout the term.
- ▶ **Meet with the outgoing club officers.** Take this opportunity to learn about projects, problems, or situations that still need attention in the coming year. It is also a chance to receive any paperwork, files, and club property important to completing a term of office.
- ▶ **Hold the first Club Executive Committee meeting.** Though all club officers are likely to know each other, it is a good idea to hold an informal gathering to brainstorm, look ahead, and begin creating a **Club Success Plan**.
- ▶ **Attend club officer training.** The District provides Club Officer Training twice per year. It is a great learning opportunity and gives credit toward the Distinguished Club Program.
- ▶ **Get connected.** Stay current on all new developments via **The Leader Letter, Toastmaster magazine,** and Toastmasters International's social media channels. Ensure that any email addresses on file with World Headquarters are up to date to receive communications on important reminders and events. Contact World Headquarters **membership@toastmasters.org** if an email address needs to be updated. If a member has ever opted out of Toastmasters communications, this could impact all future communications. Members not receiving any of the automated emails can fill out the form **here** to opt back in.

## Club Central

Club officers have access to **Club Central**, a portal to online tools that help take care of club business conveniently. There are **Club Central Tutorials** available that will help club officers become familiar with the portal. Log in to **Club Central** at **www.toastmasters.org/clubcentral** using a member ID or email address, and password. After opening **Club Central**, select the appropriate club to view, update, or print information. From **Club Central** a club officer can:

- ▶ Submit **Membership Applications** (new/dual/reinstated). Transfer applications cannot be submitted via Club Central
- ▶ Submit payment for membership dues
- ▶ Review club receipts and statements
- ▶ Submit education awards
- ▶ Update club contact and meeting information and club demographics
- ▶ Assign club officers
- ▶ Review the club membership roster and update members' contact information
- ▶ Review and update the club's Addendum of Standard Club Options
- ▶ Review the club's awards and achievements
- ▶ Review the club's Distinguished Performance Reports
- ▶ Complete the Club Success Plan
- ▶ Verify member eligibility for speech contests and proxy assignments
- ▶ View and download club anniversary certificates
- ▶ Submit information on club events



Club officers have many opportunities to lead. This could include helping to resolve a conflict between club members, planning a club event, or delegating important tasks to volunteer. Depending on the role, this could also include submitting paperwork, club dues, or membership reports to World Headquarters in a timely fashion. Whenever leadership opportunities arise, remember to plan ahead, communicate early and often, and set realistic goals.

### Leadership Education Philosophy

Leaders achieve results for their clubs by giving priority attention to the needs of their members and fellow club officers. They could be considered a steward of the club’s resources—human, financial, and physical. Leadership is a lifelong journey that includes a desire to serve others and a commitment to lead. Strive to be trustworthy, self-aware, humble, caring, visionary, and empowering.

### Need Help?

Review the frequently asked questions available on the Toastmasters International website: [www.toastmasters.org/faq](http://www.toastmasters.org/faq). For matters of conflict, refer to the **Policy Violations Quick Reference Guide**. Contact World Headquarters for assistance with any additional questions or concerns: [www.toastmasters.org/contactus](http://www.toastmasters.org/contactus).

### Club Officer Resources

Email contacts	<a href="http://www.toastmasters.org/contactus">www.toastmasters.org/contactus</a>
Toastmasters Club Central	<a href="http://www.toastmasters.org/clubcentral">www.toastmasters.org/clubcentral</a>
Governing documents	<a href="http://www.toastmasters.org/govdocs">www.toastmasters.org/govdocs</a>
Toastmasters Online Store	<a href="http://www.toastmasters.org/shop">www.toastmasters.org/shop</a>
Marketing resources, such as manuals, fliers, and promotional materials	<a href="http://www.toastmasters.org/marketing">www.toastmasters.org/marketing</a>
Free resources, such as stationery templates, logos, and branded images	<a href="http://www.toastmasters.org/BrandPortal">www.toastmasters.org/BrandPortal</a>
District websites	<a href="http://www.toastmasters.org/districtwebsites">www.toastmasters.org/districtwebsites</a>
<i>Toastmaster</i> magazine	<a href="http://www.toastmasters.org/magazine">www.toastmasters.org/magazine</a>
Standards of conduct	<a href="http://www.toastmasters.org/ethicsandconduct">www.toastmasters.org/ethicsandconduct</a>
The Leader Letter	<a href="http://www.toastmasters.org/leaderletter">www.toastmasters.org/leaderletter</a>
Club officer questions	<a href="mailto:clubofficers@toastmasters.org">clubofficers@toastmasters.org</a>
Tax questions	<a href="mailto:irsquestions@toastmasters.org">irsquestions@toastmasters.org</a>
Insurance questions	<a href="mailto:tinsurance@toastmasters.org">tinsurance@toastmasters.org</a>

# Governance

Club officers have many opportunities to participate in the governance of Toastmasters International, even outside the club. Club officers have the opportunity to interact with District leaders, participate in Area and District Council meetings, elect District and international leaders, and vote on important governance issues at the Annual Business Meeting.

## Governing Documents

Each club is governed by the policies of the organization. The **Club Constitution for Clubs of Toastmasters International** is the club's main governing document.

### Club Constitution for Clubs of Toastmasters International

A club may amend portions of the Addendum of Standard Club Options as long as they do not conflict with the **Club Constitution for Clubs of Toastmasters International** or **Policy and Protocol**.

Amendments to the Addendum of Standard Club Options may be made with a majority vote by club members. The vote must occur at a duly called and noticed club business meeting with a quorum of voting members present.

Any changes to the addendum should be documented and kept on file through the Toastmasters International website in **Club Central**. Changes to a club's name, location, meeting time, and place are also made in **Club Central**. Changes can also be submitted to World Headquarters by email to [clubofficers@toastmasters.org](mailto:clubofficers@toastmasters.org).



## Club Executive Committee

The executive committee of a Toastmasters club consists of all eight club officers (Club President, Vice President Education, Vice President Membership, Vice President Public Relations, Club Secretary, Club Treasurer, Sergeant at Arms, and the Immediate Past Club President).

The Club President serves as the Club Executive Committee Chair. Working as a team, the Club Executive Committee must manage all business and administrative affairs of the club. Access to Club Central is granted to the elected Club President, Vice President Education, Vice President Membership, Vice President Public Relations, Club Secretary, Club Treasurer, and Sergeant at Arms. The Immediate Past Club President provides advice and guidance as requested by the Club President.

## Club Executive Committee Meetings

The executive committee meets as necessary to discuss club affairs. Some clubs' executive committees meet twice a month, while others meet monthly. How frequently the committee meets is their decision, but it is important for a newly elected committee to meet at the beginning of their term to discuss the budget and complete or update the **Club Success Plan**.

Club members who do not serve on the executive committee are welcome and encouraged to attend meetings as silent observers. However, guests or non-members are not allowed to attend.

A majority of the Club Executive Committee constitutes a quorum for the transaction of the committee's business. See the Club Constitution for Clubs of Toastmasters International, Articles V: Quorum and Voting and VIII: Committees. All decisions made by the Club Executive Committee must be approved by the club. If the club does not approve of a Club Executive Committee decision, it is invalid.

## Club Executive Committee Duties

- ▶ Create a club budget
- ▶ Complete a **Club Success Plan** in **Club Central**
- ▶ Strategize for success in the Distinguished Club Program
- ▶ Create and oversee other club committees as necessary

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## Components of a Club Executive Committee Meeting

- ▶ **Agenda**  
Include minutes of the last meeting, officers' reports, inactive membership status, and a review of membership and education activities, to name a few. If committee members have trouble keeping up with the timing on the agenda, use a timer at the meeting.
- ▶ **Procedure**  
Keep the meeting organized and productive using parliamentary procedures. The Club President sets the tone, serving as a role model for keeping order and showing respect for other committee members' opinions.
- ▶ **Pace**  
Maintain an efficient pace, and if needed, save the inventive problem-solving and creative thinking for the end.
- ▶ **Participation**  
Encourage every committee member reports or otherwise contributes at the meeting.
- ▶ **Review**  
Review the club's annual goals and progress in the ***Distinguished Club Program***.
- ▶ **Forward Thinking**  
Discuss items to be on the agendas of future meetings.
- ▶ **Creativity**  
Do not get stuck in a "we have always done it this way" mentality. Invigorate and encourage fellow members to think creatively and propose new ideas.

There is usually plenty to talk about at a Club Executive Committee meeting, and it is critical that everything gets covered. Setting a very specific agenda with target times helps. Here is an example:

7–7:05 p.m.	Call to order by the Club President, who provides opening remarks
7:05–7:15 p.m.	Reading of the Club Secretary's minutes of the previous meeting and formal vote to approve them
7:15–7:45 p.m.	Officer and committee reports, in reverse order of rank starting with the Sergeant at Arms
7:45–8:15 p.m.	Unfinished business items
8:15–8:30 p.m.	New business items
8:30–8:45 p.m.	Announcements and closing thoughts
8:45 p.m.	Adjournment

### **Governance Resources**

Governing documents

[www.toastmasters.org/govdocs](http://www.toastmasters.org/govdocs)

Reporting club officer information

[www.toastmasters.org/clubofficerlist](http://www.toastmasters.org/clubofficerlist)



# The District Structure

## Club

Club officers have a support system made up of other members as well as their Area, Division, and District leaders.

### Club Meetings

Club officers are called upon to perform any number of functions for the club. Some are performed at the club meetings. For example, the Club President opens and closes every meeting; the Club Treasurer collects membership dues payments; and the Sergeant at Arms brings the lectern, banner, and other club-related materials.

#### Club Resources

Invocations	<a href="http://www.toastmasters.org/invocationpledge">www.toastmasters.org/invocationpledge</a>
Club Officer Tutorials	<a href="http://www.toastmasters.org/club-officer-tutorials">www.toastmasters.org/club-officer-tutorials</a>
Master Your Meetings	<a href="http://www.toastmasters.org/1312">www.toastmasters.org/1312</a>

## Area

### Area Director Visits to the Club

The club's most immediate connection with District leadership is the Area Director, who visits and evaluates the club at least twice a year. During a visit, the Area Director observes the meeting and assesses club quality using the standards outlined in *Moments of Truth*. The goal of this visit is to offer feedback and support so that the club can provide the best possible service for all Toastmasters members in a fun, nurturing, and rewarding environment.

Area Directors use the **Area Director Club Visit Report**, which is based on *Moments of Truth*, as a guideline for club evaluation. Completed club visit reports are forwarded to the District, where they are used to assess the performance of the District as a whole.

#### Area Director Visit Resources

Area Director Club Visit Report	<a href="http://www.toastmasters.org/1471">www.toastmasters.org/1471</a>
Serving Clubs Through Visits: A Guide for Area Directors	<a href="http://www.toastmasters.org/219">www.toastmasters.org/219</a>

## Area Council

### Policy and Protocol

#### Protocol 7.1 District Events, Section 8: Area Council Meetings

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#### Area Council Members

- ▶ Area Director
- ▶ Assistant Area Directors
- ▶ Area Secretary
- ▶ Club Presidents within the Area
- ▶ Vice Presidents Education within the Area
- ▶ Vice Presidents Membership within the Area

#### Area Council Functions

- ▶ Club Officer Training
- ▶ Membership building
- ▶ Identification of opportunities to organize new clubs
- ▶ Promotion of the Distinguished Club Program in the Area
- ▶ Area speech contests

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#### Area Council Meetings

The Area Director presides over an Area Council. The Area Council meets at least twice each year. Club Presidents, Vice Presidents Education, and Vice Presidents Membership are eligible to vote at Area Council meetings. Area Council members are expected to attend each meeting.

#### Business Conducted at Area Council Meetings

- ▶ Club Success Plans and progress in the *Distinguished Club Program*
- ▶ Club Officer Training attendance reports
- ▶ Plans for Area events, such as training and speech contests
- ▶ Goals, strategies, and news that affect Area clubs
- ▶ Evaluate and assess Area Director candidates in accordance with the Governing Documents

## **Division**

### **Division Council Members**

- ▶ Division Director
- ▶ Assistant Division Director Program Quality
- ▶ Assistant Division Director Club Growth
- ▶ Area Directors within the Division

### **Division Council Purpose and Functions**

- ▶ Supports and provides resources to clubs and members through Area Directors
- ▶ Manages Division activities
- ▶ Helps with the administration of Division contests and meetings
- ▶ Assists with training Area leaders and club officers
- ▶ Facilitates the achievement of club, Area, and Division Distinguished goals

### **Division Council Meetings**

The Division Director presides over the Division Council, which meets at least twice a year. For more information, see **Policy and Protocol, Protocol 7.1: District Events, Section 7: Division Council Meetings.**

### **Business Conducted at Division Council Meetings**

- ▶ Area Success Plans and progress in the Distinguished Area Program
- ▶ Club Success Plans and progress in the Distinguished Club Program
- ▶ Club Officer Training attendance report
- ▶ Plans for Division events, such as training and speech contests

The District Council is the District's governing body, subject to the general supervision of the Board of Directors. Your District Director presides over the District Council.

## **District**

### **District Executive Committee**

- ▶ District Executive Committee
- ▶ District Director
- ▶ Program Quality Director
- ▶ Club Growth Director
- ▶ District Administration Manager
- ▶ District Finance Manager
- ▶ District Public Relations Manager
- ▶ Division Directors
- ▶ Area Directors
- ▶ Immediate Past District Director

## District Council

The District Council is the District's governing body, subject to the general supervision of the Board of Directors. The District Director presides over the District Council.

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### District Council Members

- ▶ District Executive Committee
- ▶ Club Representatives
  - Club Presidents
  - Vice Presidents Education

1 2

### District Council Meetings

Each club is allotted two votes at District Council meetings. The club determines whether the Club President or Vice President Education will hold two votes, or both representatives, with one vote each, will act as voting members of the District Council.

The representative from any Member Club in good standing is entitled to a maximum of two votes. District Executive Committee members are limited to three votes (two as a representative of a Member Club, one for the District Executive Committee position). District Council members are expected to attend each meeting.

### Business Conducted at District Council Meetings

- ▶ Election of District leaders
- ▶ Approval of leader appointments
- ▶ Adoption of club alignment
- ▶ Presentation of committee reports
- ▶ Adoption of District budget

#### District Resources

District Leadership Handbook

[www.toastmasters.org/Dlh](http://www.toastmasters.org/Dlh)

District election procedures

[www.toastmasters.org/districtelectionprocedures](http://www.toastmasters.org/districtelectionprocedures)

District websites

[www.toastmasters.org/districtwebsites](http://www.toastmasters.org/districtwebsites)



# Club Timeline

## Specific Deadlines

June	July	August
<p><b>June 1</b> Start: First-round Club Officer Training for credit in the Distinguished Club Program</p>	<p><b>July 1</b> Start: Toastmasters year Start: Distinguished Club Program</p>	<p><b>August 1</b> <b>3</b> Start: Smedley Award membership-building program</p>
<p><b>June 30</b> <b>1 5</b> Due: Club officer list to World Headquarters <b>3</b> End: Beat the Clock membership building program (started in previous month)</p>		<p><b>August 31</b> End: First-round Club Officer Training for credit in the Distinguished Club Program  Connect with District leaders to find out the timing of the speech contests in the District and which contests are being conducted. This will allow the club to schedule the club contests accordingly.</p>

## Important Tasks

June	July	August
<ul style="list-style-type: none"> <li>▶ <b>3</b> Promote the Beat the Clock membership-building program</li> <li>▶ <b>Incoming Officers - before term</b> <ul style="list-style-type: none"> <li>▪ Meet with the outgoing Club Executive Committee to coordinate a smooth transfer</li> <li>▪ Attend first-round Club Officer Training</li> <li>▪ Complete a <b>Club Success Plan</b></li> <li>▪ Purchase supplies from the <b>Toastmasters Online Store</b></li> <li>▪ Create a club budget</li> <li>▪ <b>1</b> Ask club members to serve on committees such as education, membership, or public relations committees</li> <li>▪ <b>6</b> Provide the bank with a bank signatory card</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▶ Attend first-round Club Officer Training</li> <li>▶ <b>2</b> Determine education goals of each member</li> <li>▶ <b>3</b> Ask members to complete a <b>Member Interest Survey</b></li> <li>▶ <b>4</b> Create a media list and publicity kit</li> <li>▶ <b>6</b> Finalize the club budget with approval from the Club Executive Committee</li> <li>▶ <b>1 5</b> Designate the club's proxyholder for the Annual Business Meeting</li> <li>▶ Ensure the "Club Meeting and Contact Information" in Club Central is updated and accurate</li> </ul>	<ul style="list-style-type: none"> <li>▶ Attend first-round Club Officer Training</li> <li>▶ <b>1 3 5 6</b> Send membership dues statements to members</li> <li>▶ <b>2</b> Plan how to help each member meet education goals</li> <li>▶ <b>3</b> Review the results of the <b>Member Interest Survey</b></li> <li>▶ <b>4</b> Send publicity kits to local media and invite them to attend a meeting</li> <li>▶ <b>3</b> Promote the Smedley Award membership-building program</li> </ul>

## Regular Tasks

- ▶ Hold Club Executive Committee meetings to share activities, accomplishments, and plans
- ▶ Hold meetings with committees, such as education, membership, and public relations committees

# Club Timeline

## Specific Deadlines

September	October	November
<b>September 30</b> <b>3</b> End: Smedley Award membership-building program	<b>October 1</b> Due: Membership dues for credit in the Distinguished Club Program	Start: Second-round Club Officer Training for credit in the Distinguished Club Program

## Important Tasks

September	October	November
<ul style="list-style-type: none"> <li>▶ <b>1 3 5 6</b> Ensure international membership dues payments are submitted to World Headquarters</li> <li>▶ <b>3</b> Promote the Smedley Award membership-building program</li> <li>▶ Contact District leaders to find out when and what speech contests will be held</li> </ul>	<ul style="list-style-type: none"> <li>▶ Contact District leaders to find out when and what speech contests will be held</li> <li>▶ <b>2 4</b> Plan and publicize upcoming speech contests</li> </ul>	<ul style="list-style-type: none"> <li>▶ Attend second-round Club Officer Training</li> <li>▶ Contact District leaders to find out when and what speech contests will be held</li> <li>▶ <b>2 4</b> Plan and publicize upcoming speech contests</li> </ul> <div style="border: 1px solid #ccc; padding: 5px; margin-top: 10px;"> <p>▶ <b>Clubs with semiannual terms:</b></p> <ul style="list-style-type: none"> <li>▪ <b>5</b> Club officer elections can begin to be held at the first meeting in November</li> <li>▪ <b>6</b> Prepare files for smooth transfer to incoming club officers</li> <li>▪ Prepare club accounts for audit</li> </ul> </div>

# Club Timeline

## Specific Deadlines

December	January	February
<p>Clubs with semiannual terms</p> <p><b>December 31</b></p> <p><b>5</b> Due: Club officer list to World Headquarters</p>		<p><b>February 1</b></p> <p><b>3</b> Start: Talk Up Toastmasters! membership-building program</p> <p><b>February 28 or 29</b> End: Second-round Club Officer Training for credit in the Distinguished Club Program</p>

## Important Tasks

December	January	February
<ul style="list-style-type: none"> <li>▶ Contact District leaders to find out when and what speech contests will be held</li> <li>▶ <b>2</b> <b>4</b> Plan and publicize upcoming speech contests</li> </ul> <p>▶ <b>Clubs with semiannual terms:</b></p> <ul style="list-style-type: none"> <li>▪ Meet with the outgoing Club Executive Committee to coordinate a smooth transfer</li> <li>▪ Complete a <b>Club Success Plan</b></li> <li>▪ Purchase supplies from the <b>Toastmasters Online Store</b></li> <li>▪ Create a club budget</li> <li>▪ <b>1</b> Ask club members to serve on committees such as a Club Education, Club Membership, or Club Public Relations Committee</li> <li>▪ <b>6</b> Provide the bank with a new bank signatory card</li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>1</b> <b>6</b> California clubs file form 199N</li> <li>▶ Contact District leaders to find out when and what speech contests will be held</li> <li>▶ <b>2</b> <b>4</b> Plan and publicize upcoming speech contests</li> <li>▶ Attend second-round Club Officer Training</li> </ul> <p>▶ <b>Clubs with semiannual terms:</b></p> <ul style="list-style-type: none"> <li>▪ <b>2</b> Determine education goals of each member</li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>1</b> <b>3</b> <b>5</b> <b>6</b> Send membership dues statements to members</li> <li>▶ Attend second-round Club Officer Training</li> <li>▶ <b>3</b> Promote the Talk Up Toastmasters! membership-building program</li> <li>▶ Contact District leaders to find out when and what speech contests will be held</li> <li>▶ <b>2</b> <b>4</b> Plan and publicize upcoming speech contests</li> </ul>

# Club Timeline

## Specific Deadlines

March	April	May
<p><b>March 31</b></p> <p><b>3</b></p> <p>End: Talk Up Toastmasters! membership-building program</p>	<p><b>April 1</b></p> <p>Due: Membership dues for credit in the Distinguished Club Program</p>	<p><b>May 1</b></p> <p><b>3</b></p> <p>Start: Beat the Clock membership-building program</p> <p><b>May</b></p> <p><b>1 6</b></p> <p>Due: Form 199N from California clubs only</p>

## Important Tasks

March	April	May
<ul style="list-style-type: none"> <li>▶ <b>4</b> Publicize the upcoming Annual District Conference</li> <li>▶ <b>1 3 5 6</b> Ensure international membership dues payments are submitted to World Headquarters</li> <li>▶ <b>3</b> Promote the Talk Up Toastmasters! membership-building program</li> </ul>	<ul style="list-style-type: none"> <li>▶ Annual District Conference</li> </ul>	<ul style="list-style-type: none"> <li>▶ Annual District Conference</li> <li>▶ Club officer elections can begin to be held at the first meeting in May</li> <li>▶ Prepare files for smooth transfer to incoming club officers</li> <li>▶ <b>6</b> Prepare club accounts for audit</li> <li>▶ <b>3</b> Promote the Beat the Clock membership-building program</li> </ul>



# Club Leadership Roles

Officers will have many opportunities to assist their club over the coming term, while also further developing leadership skills. Self-evaluation forms are available to use and track leadership development during the term. To find these forms, please visit the **Club Officer Roles** webpage. It is recommended to take the self-assessment monthly or bimonthly, depending on how often the club meets. In the following pages, a summary of each club officer position and helpful resources can be found.

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## Club President

As the person who sets the tone for the club, the Club President is expected to provide helpful, supportive leadership for all of the club's activities and be the first to assume responsibility for the progress and welfare of the club.

The Club President motivates, arbitrates, and facilitates as required. When making a difficult decision, do so in consultation with club members and other club officers. Strive to show respect for all members, even when disagreeing with them, and provide leadership for all.

### Club Constitution for clubs of Toastmasters International

#### Article VII: Duties of Officers, Section 1

## Club President Responsibilities

### Preside Over Meetings

The Club President opens and chairs every club, business, and Club Executive Committee meeting. This means the Club President takes charge of the proceedings and keeps the agenda moving forward. The Club President is expected to manage procedural matters in the conduct of the meeting and to apply parliamentary procedure as outlined in *Robert's Rules of Order, Newly Revised*. (This book may be purchased online or at a local retailer.) The Club President's focus is on club quality and the members' experience.

### Earn Distinguished Club Recognition

Work together with club officers to achieve success in the Distinguished Club Program by encouraging education achievements, building and maintaining membership, attending Club Officer Training, and submitting membership dues payments, officer lists, and other documents on time. Recognize member achievements by presenting certificates at club meetings, sending personal messages of congratulations, and otherwise publicly praising the good work of club members.

### Member Achievements to Recognize

- ▶ Best of the meeting (e.g., best speaker, best Table Topics®, best evaluator)
- ▶ Successfully conducting an event (e.g., speech contest, membership drive, Speechcraft, Youth Leadership)
- ▶ Education awards

- ▶ Long-standing membership (e.g., five years, 10 years, 20 years)
- ▶ Recognize personal achievements (e.g., promotions, anniversaries)

## Lead and Guide

The Club President serves as the club's representative at the District and international levels.

It is the Club President's responsibility to provide leadership for the club whenever it is required. This includes

creating a positive learning environment and enhancing club quality by conducting well-run, energetic, interesting meetings; actively seeking and connecting with club members and officers; listening patiently and offering assistance; and resolving conflicts as they arise.

If a problem arises within the club that could result in terminating or denying membership, see **Protocol 3.0, Section 2**, for guidance and procedure.

If anyone ever threatens to take legal action for an issue related to Toastmasters International, immediately contact World Headquarters via [boardcontact@toastmasters.org](mailto:boardcontact@toastmasters.org).

## Base Camp Manager

Base Camp managers facilitates member progress in the Toastmasters Pathways learning experience by approving requests and tracking progress on Base Camp. The Club President, Vice President Education, and Club Secretary are the only club officers who have access to the Base Camp manager page. Clubs must ensure that at least one of these officers is able to complete Base Camp manager tasks. More information can be found by going to the Education Program FAQ at [www.toastmasters.org/Education/Pathways/FAQ](http://www.toastmasters.org/Education/Pathways/FAQ).

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## Summary of Responsibilities

### Before Club Meetings

- ▶ Ask the Vice President Education if any members are to receive special recognition at the meeting.
- ▶ Ask the Vice President Membership if any new members are to be inducted at the meeting.
- ▶ Plan the business portion of the meeting.
- ▶ Review necessary parliamentary procedure.
- ▶ When holding an online meeting, coordinate with the other club officers to open the meeting prior to the scheduled time, allowing members the opportunity to welcome guests prior to the start of the meeting.

### Upon Arrival at Club Meetings

- ▶ Review the meeting agenda.
- ▶ Greet guests and members as they arrive to help them feel welcome.

## During Club Meetings

- ▶ Call the meeting to order promptly at the scheduled time.
- ▶ Introduce guests.
- ▶ Briefly explain the meeting's events for the benefit of guests.
- ▶ Introduce the Toastmaster of the day.
- ▶ Conduct the business portion of meeting.
- ▶ Give the date, time, and place of the next meeting.
- ▶ Make any announcements.
- ▶ Adjourn the meeting on time.

## Outside Club Meetings

- ▶ Attend and vote at Area and District Council meetings.
- ▶ Attend the Annual Business Meeting at the International Convention to vote on behalf of the club or assign the club's proxy to an active member who is attending the International Convention.
- ▶ Appoint the club's Audit Committee near the end of the term.
- ▶ Appoint the Club Leadership Committee to nominate new club officers before the beginning of the term.
- ▶ Schedule and chair Club Executive Committee meetings.

## Common Scenarios Club Presidents Face

- Scenario:** A member who is scheduled to fill a meeting role does not come to the meeting.
- Possible solutions:** Help the Toastmaster of the meeting fill the role by recruiting another member who does not already have an assigned role. If necessary, fill the role yourself.
- Scenario:** A club officer is underperforming, frequently absent, or otherwise unable to fulfill their duties, leaving the other club officers with more to do.
- Possible solutions:** Examine your own leadership approach. Meet with the club officer and ask what can be done to help. Engage, encourage, and energize them to develop and use the skills required for the job.
- Scenario:** A club member is difficult, controlling, or otherwise causing trouble at meetings.
- Possible solutions:** Contact the member immediately to discuss their behavior and listen to their point of view. Often, this is enough to solve the problem, and is a required step if future disciplinary action is taken against the member. Give the club member a task that focuses their energies. Explain the importance of orderly, positive club meetings to the member.
- If the club member needs to be removed, see the **Club Constitution for Clubs of Toastmasters International, Article II: Membership, Section 6**, and **Protocol 3.0: Ethics and Conduct, Section 2**.

## Club President Resources

<i>Chairman</i>	<a href="http://www.toastmasters.org/200">www.toastmasters.org/200</a>
Club Constitution for Clubs of Toastmasters International	<a href="http://www.toastmasters.org/govdocs">www.toastmasters.org/govdocs</a>
<i>Distinguished Club Program</i>	<a href="http://www.toastmasters.org/1111">www.toastmasters.org/1111</a>
<i>Personally Speaking</i>	<a href="http://www.toastmasters.org/B63">www.toastmasters.org/B63</a>

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## Vice President Education

The Vice President Education schedules members' speeches, verifies the completion of projects, and serves as a resource for questions about the education program, speech contests, and club mentor program. They are an important source of Toastmasters knowledge for club members and it is their job to become familiar with all aspects of the Toastmasters education program.

### Club Constitution for clubs of Toastmasters International

#### Article VII: Duties of Officers, Section 2

## Vice President Education Responsibilities

### Coordinate Club Schedule

They oversee the creation of the club schedule at least three weeks in advance.

They ensure that all meeting roles are properly fulfilled; for example, it is not recommended to assign a new member to be the Toastmaster of their first meeting.

Publish, email, or otherwise distribute the meeting schedule regularly so that all members know what is expected and can adjust accordingly if necessary.

### Overwhelmed? Get Help!

As the club's Vice President Education, the workload gets heavy at times. This is an excellent position to gain leadership experience and learn how a Toastmasters club works. If the burden is too heavy, ask for a volunteer assistant to help you. This is a great way to teach others about the Toastmasters education program and train a successor to run for the office when the next Club Executive Committee is elected.

## Support the Education Program

Explain the Toastmasters Pathways learning experience to members.

Within two meetings of a member joining, ask them to confirm that they received the new member welcome email. Encourage them to follow the instructions in the email and select a path as soon as possible, so they can begin working on their Ice Breaker.

Answer any questions they have about available paths and let them know about the five levels that build in complexity, as well as the elective options available beginning at Level 3. Make sure to share information about educational achievements including digital badges, certificates, and credentials by their name.

Monitor member progress in the club and encourage all members to continue progressing in their path(s). Help members schedule speeches, approve Base Camp level-completion requests promptly, and ensure that level-completion credit is awarded on Club Central as soon as members are eligible. When a member completes all five levels and the path completion section in a path, celebrate their accomplishment and encourage them to select their next path.

### **Base Camp Manager**

For most clubs, the Vice President Education will assume the role of Base Camp manager in the Toastmasters Pathways learning experience. The Base Camp manager facilitates member progress by approving requests and tracking progress on Base Camp. The Club President, Vice President Education, and Club Secretary are the only club officers who have access to the Base Camp manager page. Clubs must ensure that at least one of these officers is able to complete Base Camp manager tasks. More information can be found by going to the Education Program FAQ at [www.toastmasters.org/Education/Pathways/FAQ](http://www.toastmasters.org/Education/Pathways/FAQ).

### **Plan Speech Contests**

Read the *Speech Contest Rulebook* thoroughly and refer to it as necessary when planning speech contests. Information can also be found at [www.toastmasters.org/speechcontests](http://www.toastmasters.org/speechcontests).

Find out which speech contests the District is scheduled to host during the term of office and plan the club contests accordingly.

### **Manage Mentor Program**

Assign every new member a mentor and keep track of who is mentoring whom.

The **Club Mentor Program Kit** provides everything needed to start a mentoring program within a club. The Pathways Mentor Program is available to members in Base Camp in the Suggested Learning section after completing Level 2 in any path. The Club Mentor Program and the Pathways Mentor Program complement each other, and individuals who are currently working in or have completed the Pathways Mentor Program make a great match for members looking for a mentor.

### **Accredited Speaker Program**

Each year, Toastmasters International provides an opportunity for professional-level speakers with expert knowledge in a particular subject to earn the designation of Accredited Speaker. If this describes you or a member of your club, learn more about the Accredited Speaker Program here: [www.toastmasters.org/membership/accredited-speaker](http://www.toastmasters.org/membership/accredited-speaker). Applications are accepted at [accreditedspeaker@toastmasters.org](mailto:accreditedspeaker@toastmasters.org) between January 1 and January 31 each year.

When conducting online meetings, it is important that the same care and attention is given as if it was an onsite meeting.

- ▶ Have an agenda
- ▶ Ensure speakers are present
- ▶ Confirm that all meeting roles are filled
- ▶ Message guests individually and ask if they are willing to participate or would prefer to observe

When onboarding new members, use the New Member Orientation page for helpful resources and a PowerPoint presentation that can be customized for the new member.

## **Summary of Responsibilities**

### **Before Club Meetings**

- ▶ Review the scheduled roles for the meeting five to seven days in advance.
- ▶ Offer support to the Toastmaster of the meeting to confirm members' role assignments and plan for substitutions if necessary.
- ▶ Notify the Club President if any members are scheduled to earn their education awards at the upcoming meeting.

### **Upon Arrival at Club Meetings**

- ▶ Verify that the members assigned to meeting roles have arrived and are prepared to perform their duties.
- ▶ Assist the Toastmaster in filling meeting roles for absent members.
- ▶ Greet guests and ask them if they are willing to participate in the meeting or if they would prefer to observe.
- ▶ If guests agree to participate, inform the Topicsmaster that they can call on those guests as Table Topics® speakers and ask the Club President to introduce the guests at the beginning of the meeting.

### **During Club Meetings**

- ▶ Recognize members when they reach educational achievements.
- ▶ Preside over the meeting when the Club President is absent.
- ▶ Answer member questions about the Toastmasters education program or speech contests and agree to research questions if needed.

### **Outside Club Meetings**

- ▶ Attend and vote at Area and District Council meetings.
- ▶ Ask members if anyone is waiting to have a level completion verified on Base Camp.

## Common Scenarios Vice Presidents Education Face

- Scenario:** It is difficult to find the time to create a good, workable club schedule that keeps all members happy and moving forward in the Toastmasters education program.
- Possible solutions:** As much as possible, be prepared. Create schedules one or two months in advance and post them on the club’s website where everyone can see them or display them during club meetings.
- Devise a system of automatic meeting role rotation, from simplest to most demanding; for example, each new member begins by presenting the thought of the day, then moves to Ah-Counter, then grammarian, then timer, and so on, until the new member fills a speaker role and eventually becomes Toastmaster of a meeting.
- Scenario:** Members are not always willing to commit to meeting roles.
- Possible solutions:** Encourage each Toastmaster of the meeting to initiate an email discussion several days before the meeting to confirm each member assigned to a meeting role is able to fulfill their duties. Emphasize the importance of member participation and commitment, and regularly acknowledge and thank members for their help in running quality meetings.
- Scenario:** A longtime member refuses to do projects in Pathways and no longer wants to participate in the education program.
- Possible solutions:** Meet with the member and ask what can be done to help. Encourage them to gain familiarity with Base Camp. If able, spend time walking the member through their first project in Pathways. Explain the benefits of Pathways as clearly as possible, and remind them that the heart of the club experience—i.e., speeches, evaluations, leadership, and culture—has not changed.

### The Education Committee

In many ways, the Vice President Education holds the most demanding office in a Toastmasters club. A committee of dedicated club members can help make the job much easier. Committee members can organize speech contests, orient new members, and work on other special projects.

### Vice President Education Resources

Speech contest information	<a href="http://www.toastmasters.org/speechcontests">www.toastmasters.org/speechcontests</a>
<i>Speech Contest Rulebook</i>	<a href="http://www.toastmasters.org/1171">www.toastmasters.org/1171</a>
Distinguished Club Program	<a href="http://www.toastmasters.org/1111">www.toastmasters.org/1111</a>
Pathways Achievement Chart	<a href="http://www.toastmasters.org/822">www.toastmasters.org/822</a>
Accredited Speaker Program Handbook	<a href="http://www.toastmasters.org/accreditedspeakerrules">www.toastmasters.org/accreditedspeakerrules</a>
Education program FAQs	<a href="http://www.toastmasters.org/Education/Pathways/FAQ">www.toastmasters.org/Education/Pathways/FAQ</a>
Pathways Achievement Tracker	<a href="http://www.toastmasters.org/823">www.toastmasters.org/823</a>
Educational achievement, gifts, and recognition	<a href="http://www.toastmasters.org/shop">www.toastmasters.org/shop</a>

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### Vice President Membership

The Vice President Membership promotes the club and manages the process of bringing in guests and transforming them into members.

Help maintain a constant influx of new members by initiating contact with guests, helping them feel welcome, and providing them with the information needed to join the club. Monitor membership levels and strategize with the rest of the Club Executive Committee about how to overcome membership challenges when they occur.

### Club Constitution for clubs of Toastmasters International

#### Article VII: Duties of Officers, Section 3

### Vice President Membership Responsibilities

#### Recruit New Members

The Vice President Membership leads the club's efforts to continually increase membership.

Promote the goal of gaining one new member per month and, if the club has fewer than 20 members, obtaining 20 or more members by program year-end.

#### Conduct Membership-building Programs

**Club Programs:** Organize and promote the club's participation in the Smedley Award, Talk Up Toastmasters!, and Beat the Clock membership programs. For information about these programs, go to [www.toastmasters.org/membershipprograms](http://www.toastmasters.org/membershipprograms).

**Member Program:** Encourage club members to gain recognition in the form of a Sponsor Award by sponsoring five, 10, or 15 new members.



Note: Members who simply facilitate the new member registration do not qualify for an award. To qualify, members must be influential in the new, dual, or reinstating member joining the club. For information about this program, please visit [www.toastmasters.org/ampa](http://www.toastmasters.org/ampa).

## Assist Guests

Answer emails, phone calls, and other inquiries from prospective members and encourage them to visit the next club meeting.

Make contact with guests and encourage fellow club members to always help guests feel welcome. If meeting in person, have each guest fill out a **Guest Information Card and Badge**, and distribute **Guest Packets** with fliers that include your club information.

The **digital guest packet** is also available on our website to share more about the organization and how being a Toastmaster can help.

## Process Membership Applications

Collect and manage paperwork in the application process. Collect initial dues payments and applications from prospective members and submit them to the Treasurer.

Organize and participate in a Club Membership Committee tasked with considering all new member applications. Be sure new memberships are voted on by a majority of club members. See the **Club Constitution for Clubs of Toastmasters International, Article II, Section 2: Admission to Membership**.

### New Member Induction

When inducting new members, use the **Induction Ceremony for New Members** to help. It includes notes and a script to use.

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Arrange a vote and induction ceremony for any joining member.

## Summary of Responsibilities

### Before Club Meetings

- ▶ Make a list of the new members who have joined the club since the last meeting and contact the Club President to coordinate an induction ceremony at the next meeting.
- ▶ Distribute Guest Packets to guests at the meeting.
- ▶ Contact former guests who have not joined and members who have not been attending recent meetings and gently persuade and encourage them to come to the next club meeting.

### Upon Arrival at Club Meetings

- ▶ Greet all guests and members when they arrive and welcome them to the meeting.
- ▶ Provide all guests with Guest Packets.
- ▶ Answer any questions guests may have about the club.

## After Club Meetings

- ▶ Meet with guests to answer questions and explain the benefits of Toastmasters.
- ▶ Invite guests to join the club or to attend another club meeting if they are hesitant to join.
- ▶ Help guests who do wish to join to complete the **Membership Application** ([www.toastmasters.org/membershipapps](http://www.toastmasters.org/membershipapps)).

## Outside Club Meetings

Attend and vote at Area Council meetings.

## Common Scenarios Vice Presidents Membership Face

- Scenario:** The club is experiencing rapid turnover in membership; members sign up, stay for a few weeks, then move on.
- Possible solutions:** Encourage members to keep meetings lively, to start and end on time, to keep a positive atmosphere, and to vary activities with a special event, themed meeting, or guest speaker.
- Contact lapsed club members and invite them to a special event.
- Survey lapsed members on the reasons why they did not continue their membership with the club.
- Try adding unique roles to the club meetings like a “Snackmaster” to bring food to each meeting.
- Always recognize member achievements—even the small ones.
- Keep new guests coming in to replace lapsed members.
- Scenario:** The club loses members during summer and winter holidays.
- Possible solutions:** Schedule a club special event in January and September; make an effort to contact all members after they return from their vacations.
- Scenario:** A company club suffers a sudden loss of members due to layoffs.
- Possible solutions:** Organize a **Speechcraft** for the company to attract new members. Make sure the club meetings are mentioned on the company intranet, in newsletters, and so on. If it is in compliance with corporate policies, discuss changing the club type to a community club.

### Vice President Membership Resources

Membership program information	<a href="http://www.toastmasters.org/membershipprograms">www.toastmasters.org/membershipprograms</a>
Distinguished Club Program	<a href="http://www.toastmasters.org/1111">www.toastmasters.org/1111</a>
Membership Growth	<a href="http://www.toastmasters.org/1159">www.toastmasters.org/1159</a>
Speechcraft information	<a href="http://www.toastmasters.org/speechcraft">www.toastmasters.org/speechcraft</a>
Physical Guest Packet	<a href="http://www.toastmasters.org/387">www.toastmasters.org/387</a>
Digital Guest Packet	<a href="http://www.toastmasters.org/membership/why-toastmasters">www.toastmasters.org/membership/why-toastmasters</a>

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## Vice President Public Relations

The Vice President Public Relations promotes the club to the local community and notifies the media about the club's existence and the benefits it provides. The Vice President Public Relations promotes the club, updates web content, and safeguard the Toastmasters brand identity. It is the Vice President Public Relations' job to notify the media whenever the club does something newsworthy.

The Vice President Public Relations will write news releases, create and distribute fliers, and maintain the club's presence on the web and in the community.

### Club Constitution for clubs of Toastmasters International

#### Article VII: Duties of Officers, Section 4

#### Public Relations Opportunities

Even if the Vice President Public Relations has little or no professional experience in the field, there are many ways to increase the club's visibility to the community for little or no expense. If a local high school is hosting a speech contest for its students, arrange for a club member to volunteer as a judge and send them to the event equipped with some promotional materials. A company club can look for places to display the club's name, meeting times, and contact information. This could include the company's bulletin boards, in the break room, the intranet calendar, etc.

## Vice President Public Relations Responsibilities

### Publicize the Club

- ▶ Publicize the club's activities both internally to members and externally to various audiences through media outlets.
- ▶ Publish club meeting times and location.
- ▶ Write and distribute news releases about club activities, member achievements, and special events such as open houses.
- ▶ Maintain club presence in the local newspaper's events calendar.
- ▶ Create and update the club's social media channels such as Facebook, Twitter, LinkedIn, and Meetup. Be sure the names of the club's social network accounts are specific enough to the club so they are not confused with existing Toastmasters International accounts. Share login and password information with future officers so the sites are kept up to date.

Below are some ways to use social media to promote clubs, engage current members, and attract new members.

### LinkedIn

Network with members and share club news and information, and public speaking and leadership tips. Follow the Toastmasters International LinkedIn page or Members Group to get the latest news.

## Facebook

Publicize what is happening at the club, such as speech contests or open houses. Share pictures and videos. Tag club members to help them feel engaged. Post news and announcements, success stories, and educational achievements. Follow the Toastmasters International Fan Page or join the International Members Group for the latest news and updates.

## Twitter

Share public speaking and leadership tips. Include announcements, success stories, and educational achievements. Link posts to the club's website, news articles, or releases about the club or District.

Follow **@toastmasters** for news, helpful tips, and links to newsworthy articles about public speaking, leadership, communication, and more.

## YouTube

Attract visitors to the club by posting members' best speeches or video testimonials about Toastmasters' benefits. See what other clubs around the world are doing on the Toastmasters YouTube channel.

## Meetup

The use of active and engaged Meetup groups is an effective tool to connect with potential members. Keep in mind that it works best in highly populated areas.

## Instagram

Instagram is a great platform to promote the club visually. Photos and videos trend well and highlight club activities, events, and news.

## Keep Club Website Current

Ensure that the club's contact information is current and easy to find. Check to see that the club's listing is current on **[www.toastmasters.org/findaclub](http://www.toastmasters.org/findaclub)**.

Update the club website as necessary to include upcoming events, membership program results, speech contests, and so on.

Use the website to recognize achievements, such as education awards, speech contest winners, and Distinguished Club Program goals met.

For guidance on the club website and advertising, see **Protocol 4.0: Intellectual Property**, Sections 2 and 3, and **Policy 5.0: Toastmasters International and Other Organizations**.

## Safeguard the Toastmasters Brand, Trademarks, and Copyrights

Ensure that a consistent message is communicated from club to club in all locations by maintaining the integrity of the Toastmasters brand, trademarks, and copyrights.. This, in turn, increases understanding and global awareness of Toastmasters International. Part of the role of Vice President Public Relations is to safeguard the Toastmasters brand, trademarks, and copyrights by ensuring that all Toastmasters materials used or created by the clubs comply with appropriate copyright and trademark laws as well as the guidelines contained in the **Brand Portal** section of the Toastmasters International website. The **Trademark Use Request** and **Protocol 4.0: Intellectual Property**, Section 1: Trademarks, can also be referenced in this task.

Unauthorized use of the brand, trademarks, or copyrighted materials is prohibited. All uses not described in **Protocol 4.0: Intellectual Property**, Section 1: Trademarks, must receive prior written authorization. Each request is reviewed on a case-by-case basis and is subject to the approval of the Chief Executive Officer.

### **Trademark and Copyright Resources**

Trademark Use Request	<a href="http://www.toastmasters.org/trademarkuse">www.toastmasters.org/trademarkuse</a>
Governing documents	<a href="http://www.toastmasters.org/govdocs">www.toastmasters.org/govdocs</a>
Social Networking	<a href="http://www.toastmasters.org/socialnetworking">www.toastmasters.org/socialnetworking</a>

## **Summary of Responsibilities**

### **Before Club Meetings**

- ▶ Verify that the club's themes, and meeting times are current for the following week.
- ▶ If meeting onsite, verify the location. If meeting online, verify the meeting platform. Ensure that all information is up to date.
- ▶ Order promotional materials for distribution by members at [www.toastmasters.org/marketing](http://www.toastmasters.org/marketing).

### **Places to Post and Update Club Themes, Meeting Times, and Locations**

- ▶ Club website
- ▶ Social media channels, such as Facebook, Twitter, LinkedIn, Instagram, Meetup, and YouTube
- ▶ Online directories, such as Google My Business or Bing Places for Business
- ▶ Club and company newsletters
- ▶ Club and company event calendars
- ▶ Company intranet sites

One of the Vice President Public Relations' most significant responsibilities is to ensure access to the online meeting platform is readily available for guests.

### **During Club Meetings**

- ▶ Provide promotional materials to members for distribution at their workplace, school, social media, etc.
- ▶ Report the results of public relations efforts, bringing newspaper clippings, printouts, social media posts, and so on to share with the club.
- ▶ Announce the commencement of public relations campaigns.

## Common Scenarios Vice Presidents Public Relations Face

- Scenario:** News releases are not noticed by the media.
- Possible solutions:** Ensure releases are submitted in the appropriate format for each outlet contacted. Ensure photos are the correct size and quality.
- Identify and contact media outlets and learn their procedure for submitting news releases.
- Scenario:** There is not enough time to promote the club effectively.
- Possible solutions:** Try options that might deliver the best results for the least investment in time and resources.
- Networking in social circles is always a good approach.
- Use LinkedIn, Facebook, Twitter, Instagram, and other social media channels to keep in contact with members, and share photos and club updates.
- Delegate tasks to other club members and encourage them to help.
- Scenario:** It is difficult to know if public relations efforts are successful.
- Possible solutions:** Ask each guest how they heard about the club and keep track of the responses. Do the same for emails and phone calls from interested prospects. Spend more time and possibly more club funds on those promotional efforts that yield results.

### Vice President Public Relations Resources

<i>Let the World Know</i>	<a href="http://www.toastmasters.org/1140">www.toastmasters.org/1140</a>
Media Center	<a href="http://mediacenter.toastmasters.org">mediacenter.toastmasters.org</a>
Public Relations	<a href="http://www.toastmasters.org/publicrelations">www.toastmasters.org/publicrelations</a>
All About Toastmasters	<a href="http://www.toastmasters.org/124">www.toastmasters.org/124</a>
<i>Distinguished Club Program</i>	<a href="http://www.toastmasters.org/1111">www.toastmasters.org/1111</a>
Brand Portal	<a href="http://www.toastmasters.org/brandportal">www.toastmasters.org/brandportal</a>
Marketing Resources	<a href="http://www.toastmasters.org/marketingresources">www.toastmasters.org/marketingresources</a>
Brand	<a href="mailto:brand@toastmasters.org">brand@toastmasters.org</a>
PR	<a href="mailto:pr@toastmasters.org">pr@toastmasters.org</a>

## Club Secretary

The Club Secretary maintains all club records, manages club files, handles club correspondence, and takes the minutes at each club and Club Executive Committee meeting. They are also in charge of updating and distributing a roster of the current paid membership and keeping the club officer list current for Toastmasters International.

Though some clubs combine the Club Secretary role with the Club Treasurer, it is best to have a dedicated Club Secretary who can help reduce the workload of the Club Treasurer, occasionally assist the Vice President Education, and order supplies for the club as needed.

### Club Constitution for clubs of Toastmasters International

#### Article VII: Duties of Officers, Section 5

## Club Secretary Responsibilities

### Take Notes

The Club Secretary will take the minutes at each club meeting and Club Executive Committee meeting.

### Items to Record in Meeting Minutes

- ▶ Club name
- ▶ Date
- ▶ Type of meeting (club or Club Executive Committee meeting)
- ▶ Meeting location
- ▶ Names of meeting attendees
- ▶ Name of the presiding officer
- ▶ Corrections to and approval of the previous meeting's minutes
- ▶ All motions, including the name of the mover, the name of the person who seconds the motion—if the club requires it—and whether the motion passed or was defeated
- ▶ Committee reports
- ▶ Main points of any debate or discussion

### Maintain Files

Maintain club files, including meeting minutes, resolutions, and correspondence. Certain materials must be kept for specific lengths of time.

Retaining club files and correspondence may be easier to do digitally. Work with the club's officers to determine what cloud-based storage is ideal for the club.

Material	Length of Time
Club Charter Club Constitution for Clubs of Toastmasters International Addendum of Standard Club Options Club Policies	Always
501(c)(3) Club Employer Identification Number (EIN) Assignment Letter (U.S. clubs only)	Always
Club Rosters	Always
Club Officer Agreement and Release Statements	Always
Meeting Minutes and Attendance Records	Always
Legal, Controversial, or Important Correspondence	Always
Distinguished Club Program Performance Reports	Always
Annual Financial Statements	Always
Canceled Checks Bank Statements Journals Audits	7 years
Internal Reports (including officer and committee reports)	5 years
Routine Correspondence	3 years
Signed Membership Applications	While held, the applications should be kept secure, such as in a lock box, or destroyed once they are digitally retained. It is up to the club and local privacy guidelines on how long applications should be retained.

Comply with all local laws, regulations, and ordinances in regards to record keeping and personal and financial information. Local laws and regulations take priority over the direction provided on how long to maintain files.

### Report New Officers

Report new officers to Toastmasters International World Headquarters.

After new officers are elected, update the club officer list online at [www.toastmasters.org/clubcentral](http://www.toastmasters.org/clubcentral).

### Base Camp Manager

The Club Secretary can support the Vice President Education as Base Camp manager in the Toastmasters Pathways learning experience. The Base Camp manager helps facilitate member progress by approving requests and tracking progress on Base Camp. The Club President, Vice President Education, and Club Secretary are the only club officers who have access to the Base Camp manager page; clubs must ensure that at least one of these officers is able to complete Base Camp manager tasks. More information can be found by going to the Education Program FAQ at [www.toastmasters.org/Education/Pathways/FAQ](http://www.toastmasters.org/Education/Pathways/FAQ).



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## Summary of Responsibilities

### Before Club Meetings

- ▶ Post the minutes of the previous club meeting online and notify club members that the minutes are available for review.
- ▶ Prepare for the Club President a list of actions to be taken during the business meeting, including unfinished business, announcements, and correspondence.
- ▶ Order supplies for the club, as needed.

### Upon Arrival at Club Meetings

- ▶ Take attendance of all members and guests in attendance. If meeting onsite, consider using the Guest Book.

### During Club, Business, and Club Executive Committee Meetings

- ▶ Read the minutes of the previous meeting, note any amendments, and record the minutes of the current meeting.

### Outside Club Meetings

- ▶ Attend the Annual Business Meeting at the International Convention to vote on behalf of the club or assign the club's proxy to a member who is attending the International Convention.

## Common Scenarios Club Secretaries Face

**Scenario:** It is difficult to take meeting minutes while participating in the club business meeting at the same time.

**Possible solutions:** If planning to raise an important issue at a business meeting, arrange for another club member to take the minutes during that time.

**Scenario:** It is hard to find the balance between too much and too little detail in the minutes.

**Possible solutions:** For business meetings and Club Executive Committee meetings, focus mainly on the motions and any information pertaining to the motions. Be sure to capture the time and place of the meetings, people present and their positions, assignments for the next week's meeting, and any outstanding issues or tasks that need further discussion.

**Scenario:** The previous Club Secretary did not keep the club files in order.

**Possible solutions:** Track down any necessary documents, including the club charter, addendum, minutes, resolutions, and relevant correspondence.

World Headquarters may have some of these documents available in a digital form.

If necessary, use club funds to purchase a portable file caddy or other small container to organize physical files.

Develop, maintain, and document a simple, effective filing system and pass it on to your successor.

## Club Secretary Resources

*Distinguished Club Program*

[www.toastmasters.org/1111](http://www.toastmasters.org/1111)

Guest Book

[www.toastmasters.org/84](http://www.toastmasters.org/84)

Club officer list

[www.toastmasters.org/clubcentral](http://www.toastmasters.org/clubcentral)

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## Club Treasurer

The Club Treasurer is the club's accountant. They manage the club's bank account, writing checks as approved by the Club Executive Committee, and depositing membership dues payments and other club revenues. The Club Treasurer is also in charge of submitting membership dues payments to World Headquarters (accompanied by the names of renewing members), filing necessary tax documents, and keeping timely, accurate, up-to-date financial records for the club.

Though the Club Treasurer's duties are usually not the most demanding of all the club leadership positions, the consequences for members can be serious when they are not completed accurately and on time.

## Club Constitution for clubs of Toastmasters International

### Article VII: Duties of Officers, Section 6

## Club Treasurer Responsibilities

### Oversee Accounts

Prepare and oversee the club budget.

Create the budget at the beginning of the Toastmasters year in conjunction with the Club Executive Committee.

Report on the club budget as needed at club and Club Executive Committee meetings.

Manage the club bank account.

Reconcile deposits, expenditures, and cash on hand each month.

It is the responsibility of the individual clubs to determine the tax filing or other legal requirements in their city, state, province, and/or country and to file proper forms as appropriate. See **Policy and Protocol, Protocol 8.2: Fundraising**, Section 3: Tax and Other Legal Requirements.

Transfer club financial information to the incoming Treasurer.

### Collect Membership Dues Payments

Prepare and send membership dues statements to members by **September 1** and **March 1**.

Ensure all membership dues payments are submitted to World Headquarters on or before **October 1** and **April 1**. If the club is Self-Pay enabled, encourage members to submit their payments via the Toastmasters website.

Collect separate club dues and fees as designated in the club's Addendum of Standard Club Options. See **Policy and Protocol, Policy 8.0: Dues and Fees**.

Remind members that if membership dues are paid late, they may not be eligible for speech contests, education awards, or club recognition in the Distinguished Club Program. In addition, they will not have access to Base Camp until their dues are paid.

**Paid:** A member whose Toastmasters International membership dues payments have been processed by World Headquarters for the current dues period.

**Unpaid:** A member whose Toastmasters International membership dues payments have not been processed by World Headquarters for the current dues period. Unpaid members are not considered to be in good standing by Toastmasters International.

Note that all current club officers can easily and conveniently submit materials, such as membership applications and membership dues payments, and enable Self-Pay, through **Club Central**.

The Club Treasurer may need to determine other options for collecting funds and maintaining club finances as traditional methods may not be viable for an clubs that meet online

## Pay Bills

Write checks to disburse funds as necessary for club activities.

Pay for the Club Secretary's purchase of club materials and equipment, such as ribbons, lecterns, and promotional materials.

Receive and pay bills from Toastmasters International.

Pay recurring bills, such as for meeting places and meals, as authorized by the Club Executive Committee.

Keep clear, accurate records of all club financial transactions. See **Policy and Protocol, Protocol 8.1: Club and District Assets**.

## Summary of Responsibilities

### Before Club Meetings

- ▶ Prepare a financial report as necessary to be presented at the meeting.

### During Club Meetings

- ▶ Collect any payable membership dues and fees from members.
- ▶ Present the club financial report when necessary.

### Outside Club Meetings

- ▶ Reconcile deposits, expenditures, and cash on hand each month.
- ▶ If your club is located within the state of California, file the 199N with the Franchise Tax Board by May 15 for the previous year. The 199N is filed electronically and typically takes 10–15 minutes to complete. Failure to file ultimately jeopardizes the club's tax-exempt status and subjects receipts to income taxes.

- ▶ If the club is outside the U.S., consult a tax advisor to ascertain local tax regulations.
- ▶ Issue checks to cover club expenses.
- ▶ Receive all bills and other financial correspondence for the club.
- ▶ Prepare for the Audit Committee near the end of the term of office.

### Items to Prepare for the Audit Committee

- ▶ Checkbook register
- ▶ Bank statements and canceled checks
- ▶ Cash book and journal
- ▶ Paid bills
- ▶ Deposit slips
- ▶ Copies of monthly financial statements
- ▶ Material requested by the committee

#### Club Expenses

- ▶ Website
- ▶ Newsletter
- ▶ Supplies from World Headquarters, such as trophies, ribbons, and educational materials
- ▶ Administrative supplies
- ▶ Postage
- ▶ Meeting spaces

### Common Scenarios Club Treasurers Face

**Scenario:** A member submits membership dues payments to the club on time, and the member has a receipt proving they paid to the club. However, as Club Treasurer, membership dues payments to World Headquarters were submitted late. As a result, the member is disqualified from a speech contest.

**Possible solutions:** The best solution is to avoid it before it happens. The Club Treasurer is responsible for ensuring all membership dues payments are submitted on time. If not completed in a timely manner, other club members will suffer the consequences

Prevent additional delays by ensuring Self-Pay is available. This will enable members to directly pay their own dues on time.

**Scenario:** There is difficulty motivating members to pay membership dues early.

**Possible solutions:** Make the club's due date a few weeks earlier than the organization's due date. Explain the consequences—such as no speech contests and no education awards—to delinquent members.

**Scenario:** The previous Club Treasurer did not keep adequate records.

**Possible solutions:** At the beginning of the term of office, take possession of all available records and review the Audit Committee’s report. Begin monitoring the club finances as efficiently and completely as possible, creating a simple record-keeping system and documenting procedures for future Club Treasurers.

### **Club Treasurer Resources**

*Distinguished Club Program*

[www.toastmasters.org/1111](http://www.toastmasters.org/1111)

Submitting membership dues payments

[www.toastmasters.org/clubcentral](http://www.toastmasters.org/clubcentral)

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## **Sergeant at Arms**

The Sergeant at Arms will keep track of the club’s physical property, such as the banner, lectern, timing device, and other meeting materials. They arrive early to prepare the meeting place for members and stay late to stow all of the club’s equipment. The Sergeant at Arms is also in charge of the onsite and online meeting places, obtaining a new space when necessary, and maintaining contact with the people who allow the club to use the space for meetings.

The Sergeant at Arms also has a role to play during business meetings, speech contests, and other special club events. For example, if a club is voting on admitting a new member to the club, the Sergeant at Arms assists either by escorting the potential new member outside of the onsite meeting space or directing them to a breakout room for an online meeting. For an onsite speech contest, the Sergeant at Arms stands at the door while contestants compete to ensure that the speakers are not interrupted by latecomers. For an online speech contest, the Sergeant at Arms moderates the online platform, ensuring all attendees are muted.

### **Club Constitution for clubs of Toastmasters International**

#### **Article VII: Duties of Officers, Section 7**

#### **Basic Club Supplies**

- ▶ Ribbons
- ▶ Ballots and brief evaluation forms
- ▶ Timing device
- ▶ Banner
- ▶ Lectern

## Sergeant at Arms Responsibilities

### Tend to Club Property

Keep the club's banner, gavel, lectern, award ribbons, supplies, and other digital and physical equipment safe and secure.

- ▶ Arrive early to set up the meeting space or platform.
- ▶ Stay late to dismantle and clear the meeting space and ensure all attendees have left.
- ▶ Store all club property.
- ▶ Leave the meeting room the way it was found or better.
- ▶ Track the status of supplies ordered by the Club Secretary.

### Coordinate Club Meetings

Act as a liaison between the club and the management of the meeting space.

If meeting in a physical location, notify the management at least three weeks in advance if there are changes in the club's meeting schedule.

### Accommodating Individuals with Disabilities

As venues are selected and prepared for events, be sure to provide appropriate accommodations for people with disabilities. Most members with disabilities will be happy to help anyone understand their needs and will be grateful for the accommodation. As in all things, communication is key: Reach out to guests prior to the event to determine any special needs that may be present and incorporate those needs into the choice of venue. Remember, it is the responsibility of the Sergeant at Arms to put on the best event possible for all guests, and to ensure that everyone leaves having had a positive experience.

Some key areas to note: Hotels should be barrier-free in all areas accessed by the public. Any person with a disability has the right to reasonable accommodations to allow them to participate fully at conferences or other types of events. As events are planned it is the Sergeant at Arms' responsibility to ensure the selected venue complies with applicable laws related to accommodations for people with disabilities. See **Policy and Protocol, Protocol 2.0: Club and Membership Eligibility**, Section 2: Members with Disabilities.

Additionally, if meeting onsite, steps should be taken to ensure that the meeting space is free of potential safety hazards before, during, and after meetings. Check the meeting space in advance for spills, sharp edges, electrical wiring, and other hazards. Keep an up-to-date first-aid kit, or know where the facility keeps one. Review any safety or evacuation protocols for the meeting location to ensure that the club will be prepared in the event of an emergency. The club may consider designating a particular member of the club—most frequently, the Sergeant at Arms—as the safety officer responsible for overseeing these items.

Proper care and attention to the meeting space and online platform demonstrates not only pride in the club, but also consideration for both members and guests—an invaluable element toward creating a good impression of the club and the organization it represents.

### Common Meeting Changes

- ▶ Moving to another venue
- ▶ Meeting a different day of the week
- ▶ Planning a special event

If the club is a corporate club, reserve the meeting room by whatever method the company prefers, such as the company intranet, calendar, or sign-up sheet.

## Summary of Responsibilities

### Before Club Meetings

- ▶ Confirm meeting room reservations a few days before the meeting for onsite meetings.
- ▶ Confirm the meeting invitation link is accurate and functional a few days before the meeting for online meetings.
- ▶ Ensure that plenty of blank ballots are available for voting onsite. If meeting online, confirm the method for online voting.
- ▶ Work with the Club Treasurer to keep stock of materials at an appropriate quantity such as writing utensils, paper, cleaning materials, etc.
- ▶ Confirm that necessary furniture such as seating and the lectern will be available.

### Upon Arrival at Club Meetings

- ▶ Arrange the meeting space and equipment at least 30 minutes before so the meeting starts on time.
- ▶ If meeting onsite:
  - Arrange tables and chairs.
  - Set out the lectern, gavel, club banner, the national flag (optional), timing device, ballots, trophies, and ribbons.
  - Place a table near the door to display promotional brochures, name tags, the **Guest Book** and club newsletters for members to see.
  - Check the room temperature and adjust it if the room is too hot or too cold.
  - Ask all guests to sign the **Guest Book** and give each a name tag to wear during the meeting.
- ▶ If meeting online:
  - Make sure audio is working.
  - Set up breakout rooms if needed.
  - Provide virtual backgrounds like Timer Backgrounds to any members who will need them.
  - Post digital materials like the meeting agenda for sharing if needed.

In the online environment, the Sergeant at Arms can act as the moderator for the meetings. This will allow them to set the expectations at the beginning of the meetings to ensure they are conducted with the professional atmosphere of a Toastmasters club meeting.

### During Club Meetings

- ▶ If meeting onsite, sit near the door to welcome late arrivals and help them be seated.
- ▶ Prevent interruptions and perform any necessary errands.

- ▶ If meeting online, act as moderator of the meeting. Set expectations for attendees.
- ▶ Coordinate food service, if any.
- ▶ Collect ballots and tally votes for awards when necessary.

### **After Club Meetings**

- ▶ Return the room to its original configuration.
- ▶ Ensure that all attendees have left the meeting space.
- ▶ Pack up all materials and store them in a secure place.
- ▶ Pick up and dispose of any stray items or trash.

### **Common Scenarios Sergeants at Arms Face**

**Scenario:** It is difficult to find the time to arrive early and set up the meeting space, especially at lunchtime meetings.

**Possible solutions:** Ask for volunteers to assist when schedules get busy; tap into the enthusiasm of new members to help with the role.

Develop a minimalist, basic configuration for the club’s meeting space and use it on those days when there is little extra time.

**Scenario:** The club roster has become too large for the current meeting place and a new site is needed.

**Possible solutions:** First, find out if there are larger meeting spaces available in the same building. If not, look for a new meeting place that is as close as possible to the existing one. There are many possible solutions: clubs, churches, hospitals, restaurants, coffee shops, veterans centers, senior centers, or city government offices.

Consider meeting in a hybrid format. Visit another club that already meets in a hybrid format to see an example. Ask fellow club members if they have experience meeting online or in hybrid formats.

Work with the Club President and Vice President Public Relations to tell everyone about the new location or options as soon as possible.

**Scenario:** The club’s usual meeting room is temporarily unavailable.

**Possible solutions:** Work quickly to find a temporary solution and communicate it to members. There are many options: banquet facilities in local restaurants, pushing together some tables at a local coffee shop, or meeting online.

Canceling the meeting should be a last resort.



## Sergeant at Arms Resources

Meeting online	<a href="http://www.toastmasters.org/resources/online-meetings">www.toastmasters.org/resources/online-meetings</a>
Hybrid meetings	<a href="http://www.toastmasters.org/resources/hybrid-meetings">www.toastmasters.org/resources/hybrid-meetings</a>
<i>Distinguished Club Program</i>	<a href="http://www.toastmasters.org/1111">www.toastmasters.org/1111</a>
Ordering club supplies	<a href="http://www.toastmasters.org/meetingsupplies">www.toastmasters.org/meetingsupplies</a>
Ballots and Brief Evaluations	<a href="http://www.toastmasters.org/163">www.toastmasters.org/163</a>

## The Distinguished Club Program

Together, club officers set attainable goals for club success and develop a plan to achieve them. Focusing efforts on achieving in the ***Distinguished Club Program*** (DCP) is one of the best ways to ensure the club reaches its goals for education, membership, training, and administration.

A club that performs well in the DCP provides a higher-quality club experience for all of its members. Each aspect of the DCP is designed to enhance the enjoyment and reinforce the supportive atmosphere for each member, every time the club meets.

The Distinguished Club Program serves as the starting point for the District Recognition Program, which encompasses the Distinguished Area, Division, and District programs. The goals of these programs are based on Distinguished Clubs.

### DCP Requirements

The DCP is an annual program, running from July 1 through June 30. The program consists of 10 goals the club should strive to achieve during this time. Toastmasters International tracks the progress of clubs toward these goals throughout the year and updated reports are posted daily on the Toastmasters International website at [www.toastmasters.org/distinguishedperformancereports](http://www.toastmasters.org/distinguishedperformancereports).

In July, Toastmasters International calculates the number of goals the club met and recognizes those who earned Distinguished Club, Select Distinguished Club, and President's Distinguished Club recognition, based on the number of goals achieved and the number of members it has.

To be eligible for recognition, clubs must be in good standing in accordance with **Policy and Protocol, Policy 2.0: Club and Membership Eligibility**, Section 4: Good Standing of Clubs. Clubs must also have either 20 members or a net growth of at least five new, dual, or reinstating members as of June 30. Transfer members do not count toward this total until their membership renewal has been paid in the new club. At that time, the transfer member would then be considered as a renewing member and will not count as a new member.

Only members in good standing are eligible to earn education awards. See **Policy 2.0: Club and Membership Eligibility**, Section 5: Good Standing of Individual Members.

### Submitting Information to World Headquarters

Documents must be received by World Headquarters no later than 11:59 p.m., Mountain Time, on the deadline date, even if the deadline falls on a weekend or holiday. Because no changes may be made after documents are received, club officers should be careful to submit accurate information.

Be aware that it is the responsibility of the club officers to ensure the successful transmission of any document. Toastmasters International is not responsible for any illegible or incomplete documents it receives, for fax machine failures, lost or delayed mail, or website maintenance. If your club is having difficulty submitting documents on a deadline date, there are alternate submission methods such as email or phone. Please use the Contact Us page for the appropriate contact details and our hours of operation.

## **Distinguished Club Program Goals**

### **Education**

1. Four Level 1 awards achieved
2. Two Level 2 awards achieved
3. Two more Level 2 awards achieved
4. Two Level 3 awards achieved
5. One Level 4, Path Completion, or DTM award achieved
6. One more Level 4, Path Completion, or DTM award achieved

### **Membership**

7. Four new, dual, or reinstating members
8. Four more new, dual, or reinstating members

### **Training**

9. A minimum of four club officer roles trained during each of the two training periods

### **Administration**

10. On-time payment of membership dues accompanied by the names of eight members (at least three of whom must be renewing members) for one period and on-time submission of one club officer list

For additional information about all 10 goals, please see the ***Distinguished Club Program***.

Clubs that accomplish five of the goals above are Distinguished. Clubs achieving seven of these goals are Select Distinguished and clubs achieving nine are President's Distinguished.

### **Distinguished Club Resources**

*Distinguished Club Program*

[www.toastmasters.org/1111](http://www.toastmasters.org/1111)

Distinguished Performance Reports

[www.toastmasters.org/distinguishedperformancereports](http://www.toastmasters.org/distinguishedperformancereports)

## **Definition of Quality Clubs**

A high-quality club encourages and celebrates member achievement, provides a supportive and fun environment, and offers a professionally organized meeting with variety. In those clubs, officers are trained in all aspects of club quality to ensure that members have access to a formal mentoring program, are provided evaluations that help them grow, and are motivated to achieve their goals.

Clubs meeting online can use Google Forms, Survey Monkey, or other polling software for club business votes during business meetings. Voting outside of meetings is not permissible per the **Club Constitution for Clubs of Toastmasters International, Article V: Quorum and Voting, Section 3.**

## Quality Club Meetings

Members join Toastmasters to become more effective communicators and leaders. They stay in Toastmasters because the club provides value and meets their individual needs. A quality club environment is the single most important factor in membership retention. Quality clubs provide the greatest opportunity for each member to develop communication and leadership skills.

Great club meetings make successful clubs. They are essential for building and maintaining membership. The secret to successful meetings is planning. Encourage clubs to plan and conduct meetings in which every member has a chance to learn, achieve, and have fun!

## Keys to Club Meeting Success

### Variety

Variety is demonstrated in different types of meetings: theme, interclub and social meetings, meetings at members' homes, and so on. The same format week after week can make meetings feel like a chore. Quality clubs have variety in Table Topics® and meetings to keep them fresh and interesting. **This Toastmaster magazine article** provides several ideas on creating variety in club meetings.

### Fun

People join Toastmasters to “learn in moments of enjoyment,” as founder Ralph C. Smedley stated. Quality clubs have fun meetings that fulfill education objectives. The atmosphere is exciting, enjoyable, and inviting. Read this Toastmaster magazine **article** for ideas on making meetings fun, and **this one** for tips on livening up online meetings.

### Time Limits

When time limits are enforced, it is amazing how much a club can pack into a single meeting without going a minute overtime. The best clubs start and end on time and follow a strict, fast-paced schedule. This builds enthusiasm and teaches valuable meeting management skills. This *Toastmaster* magazine **article** explains how productive meetings make for effective meetings.

### Project Speeches

Quality clubs encourage members to give speeches and promote evaluations based on project objectives. Depending on the length and format of club meetings, a good goal to aim for is three speeches scheduled per meeting. Learn more about the role of the speaker with **this Toastmaster magazine article**, and more about evaluations, recognition, and applying skills in **this article**.

## Quality Club Guidelines

- ▶ Club officers attend training provided by the District.
- ▶ Club officers fulfill their roles and responsibilities.

- ▶ Meetings are well planned, have good attendance, start on time, end on time, are varied, and fun.
- ▶ New members are inducted during a formal ceremony.
- ▶ New members receive an orientation to the Toastmasters program, focused on what they want to achieve.
- ▶ Members are involved in every aspect of the club.
- ▶ Members actively participate in the education program.
- ▶ Guests are helped so they feel welcome.
- ▶ Guests are given information about the benefits of Toastmasters and are asked to apply for membership.
- ▶ Member accomplishments are recognized.
- ▶ Use **Moments of Truth** to evaluate the club.

## **Toastmasters Education Program**

The education program is the heart of every Toastmasters club. It provides members with a proven curriculum to develop communication and leadership skills one step at a time, with many opportunities for awards and recognition along the way.

### **Toastmasters Pathways Learning Experience**

The Toastmasters Pathways learning experience can help members develop skills in many different areas: communication, leadership, management, strategic planning, service to others, public speaking, and more. Pathways provides the opportunity to complete projects that range in topic from persuasive speaking to motivating others to creating a podcast to leading a group in difficult situations.

Each path is divided into five levels that build in complexity:

#### **Level 1: Master the Fundamentals**

Develop or enhance an understanding of the fundamentals needed to be a successful public speaker and evaluator. Focus on speech writing and basic speech delivery, as well as receiving, applying, and delivering feedback.

#### **Level 2: Learning Your Style**

Develop an understanding of personal leadership or communication styles and preferences. Get an introduction to the basic structure of the Pathways Mentor Program.

#### **Level 3: Increasing Knowledge**

Begin increasing knowledge of skills specific to your the chosen path. Complete one required project and at least two elective projects that address path-specific goals and interests through a wide variety of topics.

#### **Level 4: Building Skills**

Build the skills needed to succeed. Opportunities will be presented to explore new challenges and begin applying what has been learned. Complete one required project and at least one elective project.

#### **Level 5: Demonstrating Expertise**

In the final level, demonstrate the expertise in the skills learned. Take the opportunity to apply the skills you have learned at all levels to accomplish larger projects. Complete one required project and at least one elective project.

After finishing Level 5, there is one final project to complete, “Reflect on Your Path,” to bring closure to your path. For more information about Pathways, visit [www.toastmasters.org/pathways](http://www.toastmasters.org/pathways).

## Achievement and Recognition

In Pathways, member achievement is acknowledged frequently because recognition increases motivation. Each time members complete a level, they earn a digital badge and certificate on Base Camp. Members and Base Camp managers (Vice President Education, Club President, and Club Secretary) can download or print these certificates.

Each time a member completes a path, they receive the accolade of Proficient, signifying their demonstrated expertise. For example, a member who completes Presentation Mastery is Presentation Mastery Proficient.

After completion of Level 2 in any path, members have the option of working in the Pathways Mentor Program. Members who complete this program are considered Pathways Mentors and will be designated as such on their Base Camp profile.

Those looking for more to achieve can explore the Distinguished Toastmaster award (DTM) and the Distinguished Club Program (DCP). Visit the **Achievement + Awards** page for more information.

## Distinguished Toastmaster

The Distinguished Toastmaster award is the highest education award Toastmasters International bestows and it recognizes both communication and leadership skills.

To be eligible for the Distinguished Toastmaster award, members must complete two unique paths, serve as a club officer for a complete one-year term or two semiannual terms, serve a complete one-year term as a District leader, serve successfully as a club mentor or coach, serve successfully as a club sponsor or conduct a Speechcraft or Youth Leadership program, and complete the Distinguished Toastmaster project.

Distinguished Toastmasters receive a plaque. If applicants wish, Toastmasters International sends an email to their employers about their achievement.

## Completing Multiple Paths

Members are welcome to complete as many paths as they would like and can complete the same path multiple times. To receive credit for completing a path a second time, members must purchase the path again.

### 2

## Submitting Education Award Applications

It is the responsibility of the Vice President Education to submit education award applications to World Headquarters. When a member completes a level on Base Camp, confirm that they have completed all prior levels in the path and then submit the award on Club Central immediately after.

If the member belongs to more than one club, speak with them first and confirm which club they would like to give Distinguished Club Program credit to.

Current club officers can submit award applications online through the Toastmasters International website [www.toastmasters.org/clubcentral](http://www.toastmasters.org/clubcentral). (Applications can also be emailed, faxed, or mailed.) Applications for completed levels can be found by going to [www.toastmasters.org/level-completion](http://www.toastmasters.org/level-completion).

All requirements must be fulfilled before the applicant is eligible for the award. No exceptions can be made.

## Base Camp

When a member has completed all required projects and speeches within a level, they will submit a level completion request through Base Camp. The Base Camp manager approving the request should verify that the member met all requirements for the level. This may mean verifying that the member presented speeches in another club.

Once the level completion request is approved on Base Camp, the Vice President Education will need to submit the award on **Club Central**.

For more information, access the Base Camp manager tutorials, available on the Tutorials and Resources page on Base Camp.

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## Award Requirements

- ▶ An applicant must be a paid member at the time the application is received by World Headquarters. A paid member is one whose membership dues payments have been received by World Headquarters for the current dues period.
- ▶ The Vice President Education must sign and approve all award applications. If the Vice President Education is unavailable or if the award submission is for the Vice President Education, another current club officer may sign and approve it.

Be aware that it is the responsibility of the officer as the sender to ensure the successful transmission of any document. Toastmasters International is not responsible for any illegible or incomplete documents it receives, for fax machine malfunctions or failures, or for busy signals.

Distinguished Club Program credit for awards can be given only to one club of which the award recipient is a member in good standing.

### Education Program Resources

Submitting member award applications

[www.toastmasters.org/clubcentral](http://www.toastmasters.org/clubcentral)

Pathways Achievement Tracker

[www.toastmasters.org/823](http://www.toastmasters.org/823)

Education program FAQs

[www.toastmasters.org/edfaq](http://www.toastmasters.org/edfaq)

Pathways learning experience

[www.toastmasters.org/pathways-overview](http://www.toastmasters.org/pathways-overview)

## Club Finance

### Budget

The Club Executive Committee develops a budget each year.

### Typical Club Expenses

- ▶ Club newsletter
- ▶ Web server
- ▶ Trophies, ribbons, and certificates
- ▶ Administrative supplies
- ▶ Promotional material
- ▶ Educational material
- ▶ Speech contest material
- ▶ Postage

See **Policy and Protocol, Protocol 8.2: Fundraising**, for information about acceptable and unacceptable fundraising activities.

### Typical Club Revenue

- ▶ Club dues and fees
- ▶ Donations
- ▶ Fundraising



### Club Bank Account

Club funds should never be mingled with an individual's funds.

For U.S. clubs only: Whether the club has an existing bank account or needs to open one, the club's unique Employer Identification Number (EIN) must be used. Each club's EIN is available on the Toastmasters website in **Club Central** on the Club Demographics page.

Before checks can be issued from a club account, the bank must have a signature card signed by the Club Treasurer and Club President of the club. Ask the bank for the proper form and return it to the bank by July 1, and for clubs with semiannual terms, July 1 and January 1.

Advise the bank that Toastmasters International is a nonprofit, tax-exempt organization and that the club is organized as a 501(c)(3) nonprofit unincorporated association. Some banks waive fees for such entities.

If the club needs assistance opening a bank account, email [irsquestions@toastmasters.org](mailto:irsquestions@toastmasters.org).

1 6

## Manage and Audit Club Funds

### Instructions for managing and auditing club funds

Review the **Club Constitution for Clubs of Toastmasters International**, club policies, and current budget to obtain a general understanding of the club's operations and how club funds should be used.

Confirm that the authorized signers on the club's bank account are current club officers. For U.S. clubs, confirm with a current club officer that the club has an EIN.

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### Bank Statements, Invoices, and Checks

Review bank statements, paid invoices, canceled checks, and the club checkbook reconciliations.

Confirm that all checks are accounted for and note which, if any, are outstanding.

Verify that the bank statements and checkbook have been reconciled monthly.

Note any unusual entries in the checkbook or any unusual canceled checks and follow up with the Club Treasurer.

Verify that the monthly financial statements prepared by the Club Treasurer accurately reflect the club's financial status at the times they were prepared.

#### The Audit Committee

About one month before the Club President's office term ends, they appoint a committee of three members (excluding the Club Treasurer) to audit the club's finances. This committee reports its findings to the club and includes it in the club's permanent records.

### Club Income

Review items and descriptions in the cash receipts and disbursements journal and checkbook for entries concerning incoming funds, such as dues and any other income the club may have.

Randomly select a few of these items and verify that the proper funds were received and documentation was filed. For example, if 23 members paid membership dues to the club, confirm that the amounts received were correct and that the amount paid by each of the 23 members is indicated to Toastmasters International. Likewise, compare the amounts on the membership applications sent to Toastmasters International to the checks received from the members and the account statements received from World Headquarters and confirm that the amounts match.

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### Club Expenses

Review items and descriptions in the cash receipts and disbursements journal and checkbook for entries concerning expenses. Determine if any expenses appear out of the ordinary and follow up with the Club Treasurer.

Randomly select a few expense items and verify that each expense has proper approval, a valid receipt, and was



incurred during the proper time period. Verify that the check amount matches the receipt(s) total. If there is no receipt, be sure there is a written explanation for the lack of receipt.

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### Assets

If the club has assets, such as a lectern, banner, stationery, mailing supplies, timing device, trophies, and education materials, compare the asset list to the actual items. If an item cannot be accounted for, discuss it with the Club President.

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### Report

Follow up with the Club Treasurer if there are questions about any documentation. Bring any unresolved questions or concerns about improper activity to the Club President.

Prepare a final written audit report and present it to the club.

### Liability Insurance

Toastmasters International is globally covered by liability insurance for injury occurring within qualified Toastmasters meetings and occasions. Visit [www.toastmasters.org/liabilityinsurance](http://www.toastmasters.org/liabilityinsurance) to get the information to include with an insurance certificate request. In the event that a venue informs the club that they need to be named as a certificate holder for a specific Toastmasters meeting or occasion, contact [tinsurance@toastmasters.org](mailto:tinsurance@toastmasters.org) for a tailored certificate within three business days.

#### Club Finance Resources

Financial information for club business	<a href="http://www.toastmasters.org/financialresources">www.toastmasters.org/financialresources</a>
Tax questions	<a href="mailto:irsquestions@toastmasters.org">irsquestions@toastmasters.org</a>
Other finance questions	<a href="mailto:financequestions@toastmasters.org">financequestions@toastmasters.org</a>

## Club Events

### Club Officer Elections

Every club needs leaders who can move the club forward and work with and motivate others. One of the duties as a club officer is to identify members with leadership potential and encourage them to serve.

Hold elections beginning in May, with new officers taking office July 1. In clubs that elect officers semiannually, hold elections beginning in November as well, with new officers taking office January 1. View the videos [here](#) to help prepare and hold club officer elections.

### Club Constitution for Clubs of Toastmasters International

#### Article VI: Officers, Section 5



#### Nomination

At least two weeks before elections, appoint a Club Leadership Committee. Any current paid member of the club is eligible to run for office, and members may run for more than one office. Offices to be filled are Club President, Vice President Education, Vice President Membership, Vice President Public Relations, Club Secretary, Club Treasurer (or Club Secretary-Treasurer), and Sergeant at Arms.

All positions should be filled if possible. However, a club must have a minimum of three officers: the Club President, a Vice President, and the Club Secretary or Club Secretary-Treasurer, and each of these offices must be held by a different person.

The Club Leadership Committee may consider members in good standing who have announced their desire to serve in office. It may also seek out qualified candidates. A member may only be placed on the Club Leadership Committee's report if they have consented to the nomination. The committee's report is presented at the club meeting prior to the election. Additional nominations may be made from the floor.

If the Club Leadership Committee fails to provide its report to the club at the meeting prior to the election, then the report is invalid and not binding and all candidates must run from the floor at the meeting during which the election takes place.

#### The Club Leadership Committee

The Club Leadership Committee selects candidates for each of the club offices. At least two weeks before club elections, the Club President appoints a Club Leadership Committee of three members in good standing, one of whom (usually the Immediate Past Club President) serves as the chair.

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## The Election Process

Before beginning the election process, briefly explain the major responsibilities of each office. Then explain the election process and proceed with elections:

1. Accept nominations for the office of Club President.
2. Ask for seconding speeches. Any member may stand to second the nomination and give a short speech (usually two minutes) on the qualifications of the nominee. Seconding speeches are given in alphabetical order by candidates' last names.
3. Ask the nominee if they would accept the position if elected. Allow the nominee two minutes to speak on their own behalf.
4. Ask for additional nominations for the office of Club President. If others are nominated, repeat steps 2, 3, and 4 and for each nominee.
5. Entertain a motion to close the nominations for the office of Club President. This requires a second and a vote.
6. Instruct all members to cast their ballots.
7. Ask two people to tally the votes.
8. Announce the winner.
9. Should a tie occur in the ballots cast, to resolve the tie, all cast ballots are discarded. A new vote is conducted to determine a winner. If ties continue to occur, ballots are discarded and a new vote is conducted until there is no longer a tie. Other forms of tiebreaking are not official or binding to the club.

Repeat these steps for each office. When elections are finished, introduce the newly elected Club Executive Committee to the club.

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## Election Frequency

The **Club Constitution for Clubs of Toastmasters International** states that clubs meeting weekly may elect officers annually or semiannually. Clubs that meet less frequently than weekly must elect officers annually. Annual terms of office must run from July 1 through June 30; semiannual terms run from July 1 through December 31 and January 1 through June 30.

Club Presidents elected for a term of one year must not be re-elected for a successive term. Club Presidents elected for a term of a half-year may be re-elected for one successive term of a half-year.

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## Vacancies

Any vacancy in office, except for the Immediate Past Club President, must be filled by a special election held at the next meeting following the announcement of the vacancy.

If someone takes on an officer role after July 1, the start date will revert to the first of the month, in the month the vacancy takes place. For example, an officer elected to fill a vacancy on November 7 will have a start date in the role of November 1 in the role.

If an officer is currently listed in a role and another officer is replacing them, the end date of the previous officer will automatically revert to the last day of the previous month. Officers that are replaced in the month of July will have their club officer assignment removed completely and the newly elected club officer will be given a term start date of July 1. This is also true for semiannual clubs for officers taking over in January. This allows any officer that is elected in the month of July or January the ability to serve the remainder of their club officer term and be able to use that service toward their educational achievements. Find more information on this by going to [www.toastmasters.org/clubbusinessFAQ](http://www.toastmasters.org/clubbusinessFAQ).

## Club Officer Installation

After new officers are elected, the outgoing Club President arranges an installation ceremony. The entire ceremony takes about 12–15 minutes and is done toward the end of the meeting. Installations can be conducted during a regular club meeting or during a special event.

### Installation Materials

- ▶ **Club Officer Pin Set**
- ▶ **Gavel**
- ▶ **Club President Award**
- ▶ ***Club Leadership Handbook***
- ▶ For tokens of appreciation to present to outgoing officers, visit [www.toastmasters.org/gifts](http://www.toastmasters.org/gifts)

## Club Officer Installation Script

Whoever conducts the ceremony (the installing officer) may use the script available [here](#) with descriptions of each role or create one.

## Club Speech Contests

Each year, every Toastmasters club has the opportunity to participate in official Toastmasters Speech Contests. Contests begin at the club level and proceed through the Area, Division, and District levels. Districts must conduct the International speech contest and may conduct up to three additional English speech contests each year.

As part of the International Speech Contest, winners at the District level proceed to region quarterfinals, which are conducted by video. Region quarterfinal winners proceed to the semifinals at the International Convention, where they compete for a chance to take part in the World Championship of Public Speaking®.

For some members, participation in speech contests is the highlight of their Toastmasters experience. Others are content with their club activities, and participation in speech contests is not as important as the achievement of their education goals. As a club officer, it is important to balance the needs of both groups and plan speech contests accordingly.

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## The Role of the Vice President Education

The Vice President Education plays a key role in the club speech contest.

## The Vice President Education's Role in Club Speech Contests

- ▶ Contacts the District to learn which speech contests the club is scheduled to be involved in this year
- ▶ Communicates the dates of the Area, Division, and District speech contests to the club and schedules the club speech contests accordingly
- ▶ Asks for volunteers to serve as contest chair and chief judge
- ▶ Serves as the club's expert on the entire contents of the ***Speech Contest Rulebook***
- ▶ Ensures the ***Notification of Contest Winner*** form is forwarded to the Area Contest Chair

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## Other Leadership Opportunities

Though the Vice President Education is responsible for oversight of the club's speech contests, there are other leadership opportunities members may take advantage of.

### Contest Chair

Perhaps the most important of these is the role of contest chair. For a complete description of the role of the contest chair, see the ***Speech Contest Rulebook***. A Vice President Education may take on the role of contest chair, but this is not required. In fact, if another qualified member wants to be contest chair, this frees the Vice President Education to manage the club's speech contest from a more strategic vantage point.

### Helping to Organize a Speech Contest

Using planning and delegation skills, the Vice President Education can enlist support in organizing a good speech contest and also help members achieve their education goals.

### Member Eligibility

It is the role of the contest chair to verify that every contestant in the club speech contest is eligible to compete, per the ***Speech Contest Rulebook***. The rulebook lists a number of reasons why contestants may not be eligible, but the most frequent eligibility issue that arises for club contests is non-payment of membership dues to Toastmasters International. In short, if a member is not a paid member when the club contest takes place, then that member is ineligible to compete at any level of the speech contest in question—even if the member later pays membership dues and regains good standing.

Though it is the primary responsibility of the contest chair to verify eligibility, the Vice President Education can assist by sharing their knowledge of the speech contest eligibility rules and ensuring that the club follows them. Failure to do so may lead to disappointment later in the contest cycle, when successful contestants learn that they must step down due to ineligibility at the club level.

Each contestant must complete and sign the **Speaker's Certification of Eligibility and Originality** prior to each contest in which they compete.

## Speech Contest Resources

Speech Contest Rulebook	<a href="http://www.toastmasters.org/1171">www.toastmasters.org/1171</a>
Speech contests page	<a href="http://www.toastmasters.org/speechcontests">www.toastmasters.org/speechcontests</a>
Speech contest FAQs	<a href="http://www.toastmasters.org/speechcontestfaq">www.toastmasters.org/speechcontestfaq</a>
Speech contest kits	<a href="http://www.toastmasters.org/speechcontestkits">www.toastmasters.org/speechcontestkits</a>
Eligibility Assistant	<a href="http://www.toastmasters.org/eligibility-assistant">www.toastmasters.org/eligibility-assistant</a>

## Speakathons

Speakathons are a form of special club meetings dedicated solely to project speeches and evaluations. Such meetings, also known as “Speech Marathons” or “Speakouts,” help individual members hone their speaking skills before larger audiences, provide the opportunity for many speakers to complete their speech projects, and offer a potential forum for drawing in new membership.

These meetings must be organized only by a club. A single club or any number of clubs may cooperate to organize a Speakathon. When more than one club conducts a joint Speakathon, these clubs may be from any District. Speakathons may be conducted either online, onsite, or in a hybrid format.

Districts, including Divisions and Areas, must not organize this type of meeting. However, District, Division, and Area resources (including websites and social media platforms) may be used to promote such meetings.

Members of clubs other than the host club or clubs (if jointly organized) may be invited to attend and participate in Speakathons. Attendance may also be made open to the general public, at the club’s discretion.

Members of the host club or clubs may take on any meeting role, including the presentation of speeches and evaluations (both verbal and written). Member guests from clubs other than the host club or clubs may not present speeches but may take on other meeting roles. Non-Toastmasters guests are not advised to take any roles.

International Director and Second Vice President candidates are not permitted to participate in any Speakathon conducted jointly with clubs outside their declared home region.

Each speech should be carefully prepared to allow the speaker to focus on the objective of the project and members are limited to one speech at any meeting for credit in Pathways. The host club or clubs must ensure that the host and all participants have the appropriate resources (e.g., evaluation forms, timing devices, microphones, webcams, online meeting platforms, etc.).

Questions relating to Speakathons may be directed to [educationprogram@toastmasters.org](mailto:educationprogram@toastmasters.org).

## Club Resource

### 377A Club Status Guide

## Reinstating a Club That Is Suspended

If a club is suspended and not yet closed, and would like to return to good standing, here are the steps to follow.

1. Correct the current membership term by collecting current renewal dues. This must be collected for a minimum of eight members, at least three of whom were members of the club immediately before the club became inactive.
2. Correct the previous membership term—choose one of the following two options:
  - a. Collect renewal dues for the previous period for a minimum of eight members, at least three of whom were members of the club immediately before the club became inactive.
  - b. Pay the \$360 reinstatement fee. With this option, membership continuity is lost.
3. Pay any past owing balance.
4. Submit a current club officer list.

If a club has been inactive for two or more dues renewal periods, it must charter as a new club, meeting all charter requirements, and cannot reinstate.

For further information, please review **Protocol 2.0 Club Reinstatement** or contact Club and Member Support at **renewals@toastmasters.org**.



[www.toastmasters.org](http://www.toastmasters.org)