



CLUB LEADERSHIP HANDBOOK

A Guide to Effective
Club Leadership



**WHERE LEADERS
ARE MADE**



CLUB LEADERSHIP HANDBOOK

A Guide to Effective Club Leadership

TOASTMASTERS INTERNATIONAL

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WHERE LEADERS ARE MADE

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 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.

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 speech and leadership projects to the best of my ability, basing them on projects in the *Competent Communication*, *Advanced Communication*, or *Competent Leadership* manuals
- ▶ 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 maintain honest and highly ethical standards during the conduct of all Toastmasters activities

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INTRODUCTION

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

As a club leader, you 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. Your term of office is filled with chances for you to renew your perspective, practice teamwork, and develop your capacity to translate values and strategies into productive actions.

The tools and resources in this handbook guide you in creating strategies for success and in fulfilling your duties as a leader. Publications available on the Toastmasters International website are one such tool; to help identify them, they are called out in this handbook. You can also find answers to your leadership questions, whether you're an experienced leader or a novice.

Get Started!

- **Read this handbook.**
It's full of practical advice to point you in the right direction. Pay special attention to your specific role and the Toastmasters calendar, and use the handbook as a reference throughout your term.
- **Meet with the outgoing club officers.**
This gives you the 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 your term of office.
- **Hold your first executive committee meeting.**
Though all club officers are likely to know each other, it's 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's a great learning opportunity and one of the requirements of the Distinguished Club Program.

Club Central

As a club officer, you have access to **Club Central**, a portal to online tools that help you to take care of club business conveniently. Log in to Club Central at www.toastmasters.org/clubcentral using your user name and password. **Club Central** opens with a listing of all clubs in which you serve as an officer. Select the club name for which you want to view, update, or print information. From **Club Central** you can:

- Submit membership applications (new/dual/reinstate)
- Pay membership and renewal dues
View and update club information (meetings, officers, mailing address, and more)
- View/update/print club membership roster
- Submit education award applications

LEADERSHIP EDUCATION PHILOSOPHY

Leaders achieve results for their clubs by giving priority attention to the needs of their members and fellow club officers. Consider yourself a steward of your 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.

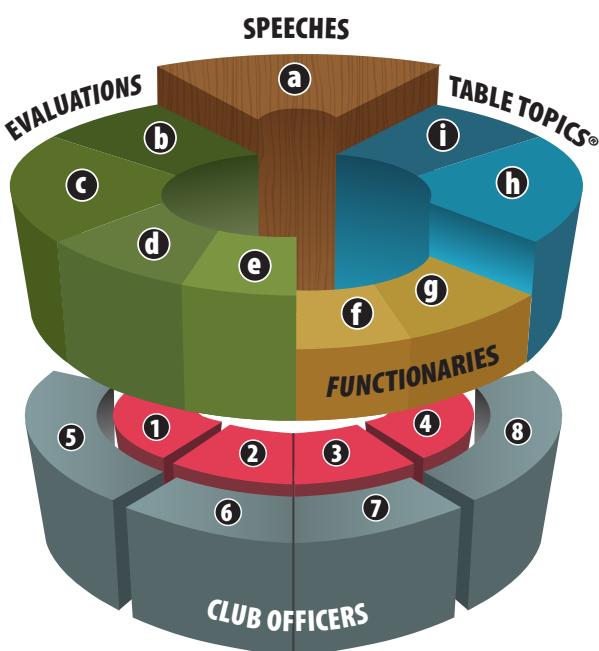
As a club officer, you have many opportunities to lead. You may find yourself helping to resolve a conflict between club members, planning a club event, or delegating important tasks to volunteers; depending on your role, you may submit paperwork, club dues, or membership reports to World Headquarters in a timely fashion. Whenever leadership opportunities arise, use the following guidelines:

Tips for Leaders

- **Plan ahead.**
Those who fail to plan, plan to fail.
- **Set realistic goals.**
Don't overburden your club members; focus on the Distinguished Club Program goals, and most everything else falls into place.
- **Communicate early and often.**
Don't let problems linger. Address them in a positive manner to resolve them.
- **Be a leader.**
Your job is to help your club's members and fellow club officers achieve their education goals in Toastmasters.

CLUB-LEVEL LEADERSHIP ROLES

ANATOMY OF A CLUB



- a** Speaker
- b** General Evaluator
- c** Evaluator
- d** Grammarian
- e** Ah-counter
- f** Timer
- g** Toastmaster
- h** Table Topics speaker
- i** Topicsmaster

- 1** President
- 2** Vice president education
- 3** Vice president membership
- 4** Vice president public relations
- 5** Secretary
- 6** Treasurer
- 7** Sergeant at arms
- 8** Immediate past president

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

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

- President
- Vice president education
- Vice president membership
- Vice president public relations
- Secretary
- Treasurer
- Sergeant at arms



CLUB CONSTITUTION FOR CLUBS OF TOASTMASTERS INTERNATIONAL

Article VI: Officers, Section 1

The officers of this club shall be a club president, a vice president education, a vice president membership, a vice president public relations, a club secretary, a club treasurer (or a club secretary-treasurer), a sergeant at arms, and the immediate past club president.

Club Officer Resources

Club officer questions	clubofficers@toastmasters.org
Email contacts	www.toastmasters.org/contactus
Leadership articles	www.toastmasters.org/leadershiparticles
Toastmasters members website	www.toastmasters.org/members
Toastmasters Club Central	www.toastmasters.org/clubcentral
Toastmasters Online Store	www.toastmasters.org/shop
<i>The Leader Letter</i> and <i>M/PR Newsletter</i>	www.toastmasters.org/newsletters
Marketing resources, such as electronic manuals, fliers, and promotional materials	www.toastmasters.org/marketingresources
Free resources, such as stationery templates, logos and branded images	www.toastmasters.org/brandportal
District contact Your club's area governor District websites	www.toastmasters.org/districtwebsites
<i>Toastmaster</i> magazine	www.toastmasters.org/magazine
Standards of conduct	www.toastmasters.org/ethicsandconduct

GOVERNANCE

Club officers have many opportunities to participate in the governance of Toastmasters International, even outside the club. As a club officer, you 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 the **Policies and Protocol** of the organization.

Amendments may be made with a two-thirds vote. See the **Club Constitution for Clubs of Toastmasters International**, Article X: Amendments.

Notify World Headquarters online at www.toastmasters.org/clubcentral or in writing of any proposed changes. The changes are reviewed, and, if not in conflict, the information is kept on file. Changes to a club name, location, and meeting time and place are made in **Club Central**. You can also submit the information to World Headquarters by letter or email it to clubconstitution@toastmasters.org.

CLUB EXECUTIVE COMMITTEE

The executive committee of a Toastmasters club consists of all seven club officers (president, vice president education, vice president membership, vice president public relations, secretary, treasurer, and sergeant at arms), plus the immediate past president. The club president serves as the executive committee chair. Working as a team, the executive committee must manage all business and administrative affairs of the club.



Club Executive Committee Duties

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

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 its decision, but it's 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. However, guests or non-members are not allowed to attend.

All decisions made by the executive committee must be approved by the club. If the club doesn't approve of an executive committee decision, it is invalid.

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 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 a fast pace and keep the meeting short. Save the inventive problem-solving and creative thinking for the end.

• Participation

Require that every committee member reports or otherwise contributes at the meeting.

• Review

Review your club's annual goals and progress in the *Distinguished Club Program and Club Success Plan* (Item 1111).

• Forward Thinking

Discuss items to be on the agendas of future meetings.

• Creativity

Don't get stuck in the "we've 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 an 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 president who provides opening remarks
7:05–7:15 p.m.	Reading of the 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/policies |
| Reporting club officer information | www.toastmasters.org/clubofficerlist |

THE CLUB WITHIN 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

As a club officer, you are called upon to perform any number of functions for the club. Some are performed at the club meetings. For example, the president opens and closes every meeting; the treasurer collects dues from members; and the sergeant at arms brings the lectern, banner, and other club-related materials.

Club Resource

Invocations

www.toastmasters.org/invocationpledge

AREA

AREA VISITS TO THE CLUB

Your club's most immediate connection with district leadership is the area governor, who visits and evaluates the club at least twice a year. During a visit, the area governor observes the meeting and assesses club quality using the standards outlined in the **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 governors use the **Area Governor's Club Visit Report** (Item 1471), which is based on the **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 Visit Resources

Area Governor's Club Visit Report
(Item 1471)

www.toastmasters.org/1471

*Serving Clubs Through Visits:
A Guide for Area Governors*
(Item 219)

www.toastmasters.org/219

AREA COUNCIL

POLICIES AND PROTOCOL

Protocol 7.1 District Events, 7. Area Council Meetings, A

The area council manages area activities and supports each club in the area in fulfilling the club mission.

Area Council Members

- Area governor
- Additional area staff (assistants, secretary, etc.)
- Club presidents within the area
- Club vice presidents education within the area
- Club vice presidents membership within the area



Area Council Functions

- Club officer training
- Membership building
- Identification of opportunities for new clubs and their organization
- Promotion of the Distinguished Club Program in the area
- Area speech contests

Area Council Meetings



Your area governor 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.

Business Discussed at Area Council Meetings

- Club plans, goals, and progress in the *Distinguished Club Program and Club Success Plan* (Item 1111)
- Club officer training attendance reports
- Plans for area events, such as speech contests
- Goals, strategies, and news that affect area clubs

DIVISION

Division Council Members

- Division governor
- Assistant division governor education and training
- Assistant division governor marketing
- Area governors within the division

Division Council Purpose and Functions

- Supports and provides resources to clubs and members through area governors
- Manages division activities
- Helps with the administration of division contests and meetings
- Assists with training area and club leaders
- Facilitates the achievement of club, area and division Distinguished goals

Division Council Meetings

Your division governor presides over the Division Council, which meets at least twice a year. For more information, see **Policies and Protocol**, Protocol 7.1: District Events, 6. Division Council Meetings.

Business Conducted at Division Council Meetings

- Area plans, goals, and progress in the Distinguished Area Program
- Club plans, goals, and progress in the Distinguished Club Program
- Club leader training attendance report
- Plans for division events, such as training and speech contests

DISTRICT

DISTRICT EXECUTIVE COMMITTEE

District Executive Committee

- District governor
- Lieutenant governor education and training
- Lieutenant governor marketing
- Public relations officer
- Secretary
- Treasurer
- Division governors
- Area governors
- Immediate past district governor

DISTRICT COUNCIL

The district council is the district's governing body, subject to the general supervision of the Board of Directors. Your district governor presides over the district council.

District Council Members

- District executive committee
- Club presidents
- Club vice presidents education

District Council Meetings

Each club is allotted two votes at district council meetings. One vote is reserved for the club president. The other vote is for the vice president education.

Proxy votes may be used if a club officer is unable to attend a council meeting. A proxy delivers the vote for an officer unable to attend a council meeting. The officer unable to attend must designate in writing any active individual member of the club to act as his or her proxy.

Business Conducted at District Council Meetings

- Election of district officers
- Approval of officer appointments
- Adoption of club alignments
- Presentation of committee reports
- Adoption of district budget

District Resources

District Leadership Handbook
(Item 222)

www.toastmasters.org/222

District election procedures

www.toastmasters.org/districtelectionprocedures

District websites

www.toastmasters.org/districtwebsites



CLUB TIMELINE

JUNE (BEFORE TERM)

JULY

AUGUST

Specific Deadlines

JUNE 1

Start: First-round club officer training for credit in the Distinguished Club Program

JUNE 30

- ▲ Due: Club officer list to World Headquarters
- ▲ Due: Education award applications to World Headquarters
- ▲ Due: Membership award applications to World Headquarters
- ▲ End: Beat the Clock membership-building contest (started in previous term)

Important Tasks

JUNE (BEFORE TERM)

- Hold club executive committee meetings to share activities, accomplishments, and plans
- Hold meetings with your committees, such as education, membership, and public relations committees

- | JUNE (BEFORE TERM) | JULY | AUGUST |
|--|--|---|
| Meet with the outgoing club leadership team to coordinate a smooth transfer | Attend first-round club officer training | Attend first-round club officer training |
| Attend first-round club officer training | ▲ Plan and publicize upcoming speech contests | ▲ Plan and publicize upcoming speech contests |
| Complete a Club Success Plan | ▲ Determine education goals of each member | ▲ Send membership-renewal dues statements to members |
| Purchase supplies from the Toastmasters Online Store | ▲ Promote the Smedley Award membership-building contest | ▲ Plan how to help each member meet education goals |
| Create a club budget | ▲ Ask members to complete a Member Interest Survey (Item 403) | ▲ Review the results of the Member Interest Survey (Item 403) |
| ▲ Ask club members to serve on committees, such as an education, membership, or public relations committee | ▲ Create a media list and publicity kit | ▲ Send publicity kits to local media, and invite them to attend a meeting |
| ▲ Provide the bank with a bank signatory card | ▲ Finalize the club budget with approval from the club executive committee | ▲ Promote the Smedley Award membership-building contest |

JULY 1

Start: Toastmasters year
Start: Distinguished Club Program

AUGUST 1

▲ Start: Smedley Award membership-building contest

AUGUST 31

▲ End: First-round club officer training for credit in the Distinguished Club Program

REGULAR TASKS

- Hold club executive committee meetings to share activities, accomplishments, and plans
- Hold meetings with your committees, such as education, membership, and public relations committees

SEPTEMBER

OCTOBER

NOVEMBER

SEPTEMBER 30

- ▲ End: Smedley Award membership-building contest

OCTOBER 1

- Due: Membership-renewal dues

OCTOBER 10

- Due: Membership-renewal dues for credit in the Distinguished Club Program

SEPTEMBER

- ▲ Collect and submit membership-renewal dues
- ▲ Plan and publicize upcoming speech contests
- ▲ Publicize the upcoming district conference
- ▲ Promote the Smedley Award membership-building contest

OCTOBER

- ▲ Publicize the upcoming district conference
- ▲ Report the results of the Smedley Award membership-building contest
- ▲ Plan and publicize upcoming speech contests
- October/November district conference

NOVEMBER

- ▲ Plan and publicize upcoming speech contests
- October/November district conference

Clubs with semiannual terms:

- Prepare files for smooth transfer to incoming club officers
- ▲ Prepare club accounts for audit

CLUB TIMELINE

DECEMBER

JANUARY

FEBRUARY

Specific Deadlines

DECEMBER 1

Start: Second-round club officer training for credit in the Distinguished Club Program

Clubs with semiannual terms:

DECEMBER 31

- ▲ Due: Club officer list to World Headquarters

FEBRUARY 1

- ▲ Start: Talk Up Toastmasters! membership-building contest

FEBRUARY 28 or 29

End: Second-round club officer training for credit in the Distinguished Club Program

Important Tasks

DECEMBER

Attend second-round club officer training

Clubs with semiannual terms:

Meet with the outgoing club leadership team to coordinate a smooth transfer

Complete a **Club Success Plan**

Purchase supplies from the **Toastmasters Online Store**

Create a club budget

- ▲ Ask club members to serve on committees such as an education, membership, or public relations committee

- ▲ Provide the bank with a new bank signatory card

JANUARY

- ▲ Plan and publicize upcoming speech contests

- ▲ California clubs file form 199N

Attend second-round club officer training

Clubs with semiannual terms:

Purchase supplies from the **Toastmasters Online Store**

- ▲ Determine education goals of each member

FEBRUARY

- ▲ Send membership-renewal dues statements to members

- ▲ Plan and publicize upcoming speech contests

Attend second-round club officer training

MARCH**APRIL****MAY****MARCH 31**

- ▲ End: Talk Up Toastmasters! membership-building contest

APRIL 1

- Due: Membership-renewal dues

APRIL 10

- Due: Membership-renewal dues for credit in the Distinguished Club Program

MAY 1

- ▲ Start: Beat the Clock membership-building contest

MAY 15

- ▲▲ Due: Form 199N from California clubs only

MARCH

- ▲ Publicize the upcoming district conference
▲▲ Collect and submit membership-renewal dues
▲▲ Plan and publicize upcoming speech contests

APRIL

- April/May district conference
▲ Report the results of the Talk Up Toastmasters! membership-building contest
▲▲ Plan and publicize upcoming speech contests

MAY

- April/May district conference
Prepare files for smooth transfer to incoming club officers
▲ Prepare club accounts for audit
▲▲ Plan and publicize upcoming speech contests

CLUB LEADERSHIP ROLES

As an officer, you'll have many opportunities to assist your club over the coming term. It takes teamwork to run a successful club, so be sure to ask other members for their help when needed.



PRESIDENT

As the person who sets the tone for the club, you are expected to provide helpful, supportive leadership for all of the club's activities.

You motivate, make peace, and facilitate as required. Though you must occasionally step in and make a difficult decision, rarely do so without consulting club members and other club officers. Strive to show respect for all members, even when you do not agree with them, and provide leadership for all.

Stay current on all new developments via *The Leader Letter* and the announcements published on the Toastmasters website.

CLUB CONSTITUTION FOR CLUBS OF TOASTMASTERS INTERNATIONAL

Article VII: Duties of Officers, Section 1

The club president is the chief executive officer of this club and is responsible for fulfilling the mission of this club. The president presides at meetings of this club and the club executive committee, appoints all committees, and has general supervision of the operation of this club. The president shall be an ex officio member of all committees of this club except the club nominating committee and shall serve as one of this club's representatives on the area and district councils. The president shall transmit to this club for its approval or disapproval all ideas and plans proposed by the area and district councils which may affect this club or its individual members; and shall take no action binding upon this club without either specific prior authorization or subsequent ratification by this club.

PRESIDENT RESPONSIBILITIES

Preside over Meetings

The club president opens and presides over every club, business, and executive committee meeting. This means the president takes charge of the proceedings and keeps the agenda moving forward. As president, you are 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*. (You may purchase this book from [Amazon.com](#).) Your focus is on club quality and the members' experience.

Earn Distinguished Club Recognition

You work together with all of the club's leaders to achieve success in the Distinguished Club Program by encouraging education achievements, building and maintaining membership, attending club officer training, and submitting membership dues, officer lists, and other documents on time. You recognize member achievements by presenting certificates at club meetings, sending personal emails 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)
- Education awards (e.g., Competent Communicator, Competent Leader, Advanced Communicator Bronze, Advanced Leader Bronze)
- Successfully conducting an event (e.g., speech contest, membership drive, Speechcraft, Youth Leadership)
- Long-standing membership (e.g., five years, 10 years, 20 years)

Lead and Guide

The president serves as the club's representative at the district and international levels.

As president, it's your responsibility to provide leadership for the club whenever it's required. This includes creating a nurturing 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, the following actions will be taken. See also Protocol 3.0: Ethics and Conduct. The president brings the matter to the club executive committee. The members of the club executive committee determine, by a majority vote, whether they will address the matter or whether it will be addressed by club members.

If anyone ever threatens to take legal action for an issue related to Toastmasters, the World Headquarters Executive Team must be contacted immediately via executive@toastmasters.org.

PRESIDENT CHECKLIST

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.



Upon Arrival at Club Meetings

- Review the meeting agenda.
- Greet guests and members as they arrive to make 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 meeting.
- 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 your club's proxy to a member who is attending the International Convention.
- Appoint and chair the club's audit committee near the end of the term.
- Appoint the nominating committee to nominate new club officers before the beginning of the term.
- Receive official correspondence from World Headquarters, such as *The Leader Letter*, and a copy of this *Club Leadership Handbook* (Item 1310) for each incumbent club officer.
- Schedule and chair club executive committee meetings.

COMMON SCENARIOS PRESIDENTS FACE

Following are examples of scenarios you may encounter in your role as club president and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Club Services team at World Headquarters (clubservices@toastmasters.org).

- | | |
|----------------------------|---|
| 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 doesn't already have an assigned role.
If necessary, fill the role yourself. |
| Scenario: | A club officer is underperforming, frequently absent, or otherwise unable to fulfill his duties, leaving you, the president, with more to do. |
| Possible solutions: | Meet with the club officer immediately and ask what you can do to help. Engage, encourage, and energize him to develop and use the skills required for the job.
Examine your own leadership approach. Ask yourself if you are contributing to the club officer's problems. |
| Scenario: | A club member is belligerent, controlling, or otherwise causing trouble at meetings. |
| Possible solutions: | Contact the member immediately and listen to her point of view. (Often, this is enough to solve the problem.)
Give the club member a task that focuses her energies.
Explain the importance of orderly, positive club meetings to the entire group, so she does not feel singled out.
If the club member needs to be removed, see Club Constitution for Clubs of Toastmasters International , Article II: Membership, Section 7, and Protocol 3.0 Club Procedure to Discipline a Member, 2. |

- Scenario:** A closed corporate club needs more support from the company in recruiting members.
- Possible solutions:** Develop the club's relationship with the human resources or training departments in the company. Promote the club's track record in developing employees and aiding in their success.
- Identify the key advocate or influencer. Prove the return on investment to the company.

President Resources

Chairman (Item 200)	www.toastmasters.org/200
Club Constitution for Clubs of Toastmasters International	www.toastmasters.org/policies
<i>Distinguished Club Program and Club Success Plan</i> (Item 1111)	www.toastmasters.org/1111
Distinguished Club Program Goals (Item 1111C)	www.toastmasters.org/1111C
Speechcraft information	www.toastmasters.org/speechcraft

VICE PRESIDENT EDUCATION

As vice president education, you schedule members' speeches and projects and serve as a resource for questions about education awards, speech contests, and the mentor program. You are an important source of Toastmasters knowledge for club members, and it is your 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

The vice president education is the second ranking club officer and is responsible for planning, organizing and directing a club program which meets the educational needs of the individual members. The vice president education chairs the education committee. The vice president education also serves as one of this club's representatives on the area and district councils and shall take no action binding upon this club without either specific prior authorization or subsequent ratification by this club.

VICE PRESIDENT EDUCATION RESPONSIBILITIES

Coordinate Club Schedule

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

You ensure that all meeting roles are properly fulfilled; for example, you wouldn't assign a new member to be the Toastmaster of her first meeting.

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

Stay current on all new developments via the *Leader Letter* and the announcements published on the Toastmasters website.

OVERWHELMED? GET HELP!

As your club's vice president education, your workload gets heavy at times; just remember, you are in a position to gain excellent leadership experience and learn how a Toastmasters club works. If you find that the burden is too heavy, you can always ask for a volunteer assistant to help you; this is a great way to teach someone about the Toastmasters education program, and groom a successor to run for the office when the next executive committee is elected.

ACCREDITED SPEAKER PROGRAM

Toastmasters International holds an annual program to recognize those members who have professional-level speaking skills. If you or someone in your club has professional-level speaking skills, download the **Accredited Speaker Program Rules** from the Toastmasters International website at www.toastmasters.org/accreditedspeakerrules. The deadline for entries is **February 1** each year. Less than 25 percent of those who apply for the program become Accredited Speakers.

Assist with Education Awards

Arrange meetings to help members complete education awards in a timely fashion.

Explain the Toastmasters education program to members.

Verify, sign, and date manual projects as members complete them, and submit award applications to World Headquarters when all of the requirements are met.

Orient new members to the Toastmasters education program within two meetings of their joining the club.

Educate continuing members about the various education awards they can earn, and how they can stay on track to earn them in the least possible time.

Plan Speech Contests

Read the *Speech Contest Rulebook* (Item 1171) thoroughly, and refer to it as necessary when planning speech contests. For another resource, read the information at www.toastmasters.org/speechcontests.

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

Manage Mentor Program

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

Give mentors the credit they deserve by signing the appropriate project in their *Competent Leadership* (Item 265) manual.

▲ VICE PRESIDENT EDUCATION CHECKLIST

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.
- Schedule education sessions selected from *The Better Speaker Series* (Item 269), *The Successful Club Series* (Item 289), and *The Leadership Excellence Series* (Item 310), to be delivered by you or other experienced Toastmasters in the club.
- Ensure a club member conducts *The Successful Club Series* (Item 289) programs *Evaluate to Motivate* (Item 292), *Moments of Truth* (Item 290), *Mentoring* (Item 296), and *Finding New Members for Your Club* (Item 291) at least once per year.
- 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.
- Remind members with meeting roles to select an evaluator for their project in *Competent Leadership* (Item 265).
- Assist the Toastmaster in filling meeting roles for absent members.
- Greet guests by asking them if they are willing to participate in the meeting or if they'd prefer to observe.

- If guests agree to participate, inform the Topicsmaster that he or she 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

- Sign your initials on project completion records for speaking and leadership roles fulfilled at the meeting.
- Ensure eligible members fill out award applications.
- Recognize members when they earn awards.
- 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 you don't know the answers to.

COMMON SCENARIOS VICE PRESIDENTS EDUCATION FACE

Following are examples of scenarios you may encounter in your role as vice president education and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Club Services team at World Headquarters (clubservices@toastmasters.org).

Scenario:

It's 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.

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:

Ensure members know that serving in club roles gives them credit toward the Competent Leader award. Encourage members to bring *Competent Leadership* (Item 265) to every meeting and find evaluators for each meeting role.

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 his or her duties.



SPECIAL MEETINGS FOR PREPARED SPEECHES

If a club has a large number of members and has difficulty accommodating all those who want to speak at meetings, the club may occasionally conduct a special meeting devoted solely to manual speeches. These meetings are often called "speakathons," "speech marathons," or "speakouts." The only reason such meetings may be held is to help individual members improve speaking skills, and they may be organized only by a club. Members are limited to one speech at any meeting for credit toward any education award. Districts, including areas and divisions, may not organize this type of meeting for clubs and clubs may not invite members from other clubs to participate in these meetings. Members of other clubs may attend as audience members.

THE EDUCATION COMMITTEE

In many ways, the vice president education holds the most demanding office in a Toastmasters club. If you try to handle all of your duties alone, you are likely to be overwhelmed. A committee of dedicated club members can help make your job much easier. Committee members can organize speech contests, orient new members, and work on other special projects.

- Scenario:** Members don't seem interested in completing the projects in *Competent Leadership* (Item 265).
- Possible solutions:** Award a small prize such as a ribbon or bookmark to members who bring their *Competent Leadership* (Item 265) manuals to meetings. Explain the importance of the Competent Leader award to your club's achievement in the Distinguished Club Program.

Vice President Education Resources

Speech contest information	www.toastmasters.org/speechcontests
<i>Speech Contest Rulebook</i> (Item 1171)	www.toastmasters.org/1171
<i>Distinguished Club Program and Club Success Plan</i> (Item 1111)	www.toastmasters.org/1111
Distinguished Club Program Goals (Item 1111C)	www.toastmasters.org/1111C
Wall Chart Set (Item 306)	www.toastmasters.org/306
<i>Competent Leadership</i> (Item 265)	www.toastmasters.org/265
Accredited Speaker Program	www.toastmasters.org/accreditedspeakerrules
Education program FAQs	www.toastmasters.org/edfaq
Member Achievement Record (Item 1328)	www.toastmasters.org/memberachievementrecord
Educational achievement, gifts and recognition	www.toastmasters.org/shop



VICE PRESIDENT MEMBERSHIP

You promote the club and manage the process of bringing in guests and transforming them into members.

By initiating contact with guests, making them feel welcome, and providing them with the information they need to join, you help maintain a constant influx of new people into your club. You also attentively monitor membership levels and strategize with the rest of the 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

The vice president membership is the third ranking club officer and is responsible for planning, organizing and directing a program that ensures individual member retention and growth in club individual membership. The vice president membership chairs the membership committee. The vice president membership serves as one of this club's representatives on the area council and shall take no action binding upon this club without either specific prior authorization or subsequent ratification by this club.

VICE PRESIDENT MEMBERSHIP RESPONSIBILITIES

Recruit New Members

You lead the club's efforts to continually increase membership.

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

Conduct Membership Contests

Organize and promote the club's participation in the Smedley Award, Talk Up Toastmasters!, and Beat the Clock membership contests. For information about these contests, go to www.toastmasters.org/membershipcontests.

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

Stay current on all new developments via *The Leader Letter* and the announcements published on the Toastmasters website.

Assist Guests

You play a key role in the process of converting guests into members. Make contact with guests, and encourage fellow club members to always make guests feel welcome. Have each guest fill out a **Guest Information Card and Badge** (Item 231).

Distribute **Guest Packets** (Item 387) with fliers that include your club information.

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

Arrange a vote and induction ceremony for any joining member.

Process Membership Applications

You manage the paperwork involved in the application process.

Collect initial dues payments and applications from members, and submit them to the treasurer.

Keep track of guests who have not joined and members who have not been attending meetings, and follow up with them to encourage them to join or re-commit to the club.

VICE PRESIDENT MEMBERSHIP CHECKLIST

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.
- Have a few **Guest Packets** (Item 387) to distribute 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 at the door, and welcome them to the meeting.
- Provide all guests with **Guest Packets** (Item 387).
- Answer any questions guests may have about the club.

NEW MEMBER INDUCTION

Inducting officer:

"Membership in Toastmasters is a privilege. And the only way to gain the benefits of our program is to actively participate.

Do you, (names), promise to be active members of this club, to attend meetings regularly, and prepare fully for your duties? Do you also promise to fulfill the other points in the Toastmaster's Promise?" (You can list additional points if you wish.) (Members reply, "Yes.")

Then turn to the club and ask:

"Do you, the members of X Toastmasters club, promise to support (names) as they work the Toastmasters program?" (The club members say, "Yes.") "It is my pleasure to declare you installed as members of X Toastmasters club." (If your club presents a Toastmasters pin to members, do it at this time.)

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).

COMMON SCENARIOS VICE PRESIDENTS MEMBERSHIP FACE

Following are examples of scenarios you may encounter in your role as vice president membership and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Club Services team at World Headquarters (clubservices@toastmasters.org).

Scenario: Your 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 mix it up from time to time with a special event, themed meeting or guest speaker.

Contact lapsed club members and invite them to a special event.

Nominate 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: Your 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: You suffer a sudden loss of members in your company club 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.

Vice President Membership Resources

Success 101 (Item 1622)	www.toastmasters.org/1622
Membership contest information	www.toastmasters.org/membershipcontests
<i>Distinguished Club Program and Club Success Plan</i> (Item 1111)	www.toastmasters.org/1111
Distinguished Club Program Goals (Item 1111C)	www.toastmasters.org/1111C
Speechcraft information	www.toastmasters.org/speechcraft



VICE PRESIDENT PUBLIC RELATIONS

You promote the club to the local community and are notify the media about the club's existence and benefits it provides. You promote the club, update web content, and safeguard the Toastmasters brand identity. It's your job to notify the media whenever your club does something newsworthy.

As vice president public relations, you'll find yourself writing news releases, creating and distributing fliers, and maintaining the club's presence at various key places on the Web and in the community.

Stay current on all new developments via *The Leader Letter, M/PR Newsletter, Toastmaster* magazine and the announcements published on the Toastmasters website and social media sites.

CLUB CONSTITUTION FOR CLUBS OF TOASTMASTERS INTERNATIONAL

Article VII: Duties of Officers, Section 4

The vice president public relations is the fourth ranking club officer and is responsible for developing and directing a publicity program that informs individual members and the general public about Toastmasters International.

The vice president public relations chairs the public relations committee.

VICE PRESIDENT PUBLIC RELATIONS RESPONSIBILITIES

Publicize the Club

You publicize your 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 sites such as Facebook, Twitter, LinkedIn and Meetup. Be sure that the names of your club's social network accounts are specific enough to the club that they're not confused with existing World Headquarters' accounts. Share login and password information with future officers so the sites are kept up to date.

Below are some ways that Toastmasters are using social media to promote clubs, engage members, and attract new ones.

LinkedIn

Network with members and share club news and information, public speaking and leadership tips.

Follow the Toastmasters International Members Group to get the latest news from World Headquarters.

Facebook

Publicize what's happening at your club, such as speech contests or open houses. You can easily share pictures and videos. Tag members of your club to help them feel engaged. Post news and announcements, success stories, and education award achievements.

PUBLIC RELATIONS OPPORTUNITIES

Though most vice presidents public relations have little or no professional experience in the field, they find that there are many ways to increase the club's visibility to the community for little or no expense. Is the local high school hosting a speech contest for its students? Arrange for a club member to volunteer as a judge, and send her to the event armed with some promotional materials. If you're in a company club, look for places to display the club's name, meeting times, and contact information, including the company's bulletin boards, in the break room, on the intranet calendar, etc.

Twitter

Share public speaking and leadership tips. Include announcements, success stories, and education award achievements. Link posts to your club website, news articles or releases about your 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 your club by posting your members' best speeches or video testimonials about Toastmasters' benefits. Check out 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.

Keep Club Website Current

You ensure that the club's contact information is current and easy to find. You also check to see that your club's listing is current on www.toastmasters.org/findaclub.

Update the site as necessary to include upcoming events, membership contest results, speech contests, and so on.

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

For guidance, see **Policies and Protocol**, Protocol 4.0: Intellectual Property, 2. Websites.

Safeguard the Toastmasters Brand, Trademarks, and Copyrights

By maintaining the integrity of the Toastmasters brand, trademarks, and copyrights, you ensure that a consistent message is communicated from club to club in all locations. This, in turn, increases understanding and global awareness of Toastmasters International. Your role is to safeguard the Toastmasters brand, trademarks, and copyrights by ensuring that all Toastmasters materials used or created by your club comply with appropriate copyright and trademark laws as well as the guidelines contained in the **Brand Portal** (under the heading "Creating Your Own Materials"), the **Trademark Use Request**, and **Protocol 4.0: Intellectual Property, 2. Trademarks**.

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

Trademark and Copyright Resources

Trademark Use Request

www.toastmasters.org/trademarkuse

Governing documents

www.toastmasters.org/policies

VICE PRESIDENT PUBLIC RELATIONS CHECKLIST

Before Club Meetings

- Verify that the club's themes, meeting times, and location are current for the following week.
- Order promotional materials for distribution by members.

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

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

During Club Meetings

- Distribute promotional materials to members for distribution at their workplace, school, etc.
- Report the results of public relations efforts, bringing newspaper clippings, printouts, and so on to share with the club.
- Announce the commencement of public relations campaigns.
- Solicit volunteers who may receive credit toward their Competent Leader award for lending a hand.

COMMON SCENARIOS VICE PRESIDENTS PUBLIC RELATIONS FACE

Here are some common situations you may encounter in your role as vice president public relations, and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Public Relations team at World Headquarters (pr@toastmasters.org).

Scenario: Your news releases aren't noticed by the media.

Possible solutions: Make sure you submit releases in the appropriate format for each outlet you contact. Ensure photos are the correct size and quality.
Identify and contact media outlets to introduce yourself and learn their procedure for submitting news releases.

Scenario: You don't have enough time in your schedule to promote the club as much as you'd like.

Possible solutions: Try for those options that deliver the best results for the least investment in time and resources.
Networking is always a good approach; tell everyone in your social circles.

Use LinkedIn, Facebook, Twitter, and other social media sites to keep in contact with members, share photos and club updates.

Delegate tasks to other club members and encourage them to help.

Scenario:

You don't know if your public relations efforts are successful.

Possible solutions:

Ask each guest how they heard about your club, and keep track of the responses. Do the same thing 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> (Item 1140)	www.toastmasters.org/1140
<i>M/PR Newsletter</i>	www.toastmasters.org/mprnewsletter
Media Center	mediacenter.toastmasters.org
PR Corner	www.toastmasters.org/prcorner
All About Toastmasters (Item 124)	www.toastmasters.org/124
<i>Distinguished Club Program and Club Success Plan</i> (Item 1111)	www.toastmasters.org/1111
Brand Portal	www.toastmasters.org/brandportal
Marketing Resources	www.toastmasters.org/marketingresources



SECRETARY



You maintain all club records, manage club files, handle club correspondence, and take the minutes at each club and executive committee meeting. You are also in charge of updating and distributing a roster of the current paid membership, and keeping the club officer list current at World Headquarters.

Though some clubs combine the secretary role with the treasurer, it's best to have a dedicated secretary who can help reduce the workload of the treasurer and occasionally assist the vice president education as well.

Stay current on all new developments via *The Leader Letter* and the announcements published on the Toastmasters website. Order supplies for the club as needed.



CLUB CONSTITUTION FOR CLUBS OF TOASTMASTERS INTERNATIONAL

Article VII: Duties of Officers, Section 5

The club secretary is responsible for club records and correspondence. The club secretary has custody of the club's charter, constitution, and bylaws and all other records and documents of this club; keeps an accurate record of the meetings and activities of this club and of the club executive committee; maintains an accurate and complete roster of individual members of this club, including the address and status of each individual member; and transmits the same to the successor in office. The club secretary provides notices of meetings as required by this constitution, and immediately notifies World Headquarters of Toastmasters International of any change in the roster of individual members.

SECRETARY RESPONSIBILITIES

Take Notes

You take the minutes at each club meeting and executive committee meeting.

Items to Record in Meeting Minutes

- Club name
- Date
- Type of meeting (club or 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, and whether the motion passed or was defeated
- Committee assignments, including the names of committee chairs, members and deadlines
- Main points of any debate or discussion

Maintain Files

Keep a copy of the **Club Constitution for Clubs of Toastmasters International** on file.

Be familiar with the Addendum of Standard Club Options.

Maintain club files, including meeting minutes, resolutions, and correspondence.

Certain materials must be kept for specific lengths of time.

MATERIAL	LENGTH OF TIME
Club Constitution for Clubs of Toastmasters International	
Addendum of Standard Club Options	
Articles of Incorporation and Bylaws of Toastmasters International	always 
Membership applications	
Club policies	
Club charter	always 
Distinguished Club Program performance reports	always 
Meeting minutes and attendance records	always 
Legal, controversial, or important correspondence	always 
Club rosters	always 
501c3 Club Employer Identification Number (EIN)	
Assignment letter (for U.S. clubs only)	always 
Cancelled checks	
Bank statements	
Financial statements	7 years 
Journals	
Audits	
Internal reports (including officer and committee reports)	3 years 
Routine correspondence	3 years 

Report New Officers

You report new officers to World Headquarters.

After new officers are elected or appointed, update the club officer list online at www.toastmasters.org/clubcentral.

▲ SECRETARY CHECKLIST

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 president a list of actions to be taken during the business meeting, including unfinished business, announcements, and correspondence.
- Update the club's officer list online when necessary.

Upon Arrival at Club Meetings

- Circulate the club's attendance sheet and **Guest Book** (Item 84) for members and guests to sign.

During Club, Business, and Executive Committee Meetings

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

COMMON SCENARIOS SECRETARIES FACE

Following are examples of scenarios you may encounter in your role as secretary and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Club Services team at World Headquarters (clubservices@toastmasters.org).

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

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

Scenario: It's 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. Also, 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, constitution, minutes, resolutions, and relevant correspondence.

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

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

Secretary Resources

Distinguished Club Program and Club Success Plan (Item 1111)

www.toastmasters.org/1111

Guest Book (Item 84)

www.toastmasters.org/84

Club officer list

www.toastmasters.org/clubcentral

Use of Toastmasters materials

www.toastmasters.org/memberlists



TREASURER

You are the club's accountant. You manage the club's bank account, writing checks as approved by the executive committee and depositing dues and other club revenues. You are also in charge of submitting membership-renewal dues 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 treasurer's duties are usually not the most demanding of all the club leadership positions, the consequences for members can be serious when they're not completed accurately and on time.

Stay current on all new developments via *The Leader Letter* and the announcements published on the Toastmasters website.

CLUB CONSTITUTION FOR CLUBS OF TOASTMASTERS INTERNATIONAL

Article VII: Duties of Officers, Section 6

The treasurer is responsible for club financial policies, procedures, and controls.

The club treasurer receives and disburses, with the approval of this club, all club funds; pays to Toastmasters International all financial obligations of this club as they come due; and keeps an accurate account of all transactions. The club treasurer shall make financial reports to this club and to the club executive committee quarterly and upon request, and shall transmit the accounts and all undistributed funds to the successor in office at the end of the club treasurer's term.

TREASURER RESPONSIBILITIES

Oversee Accounts

You prepare and oversee the club budget.

Create the budget at the beginning of the Toastmasters year in conjunction with the executive committee.

- Report on the club budget as needed at club and executive committee meetings.
- Manage the club bank account.
- Reconcile deposits, expenditures, and cash on hand each month.
- File necessary paperwork with the Internal Revenue Service if your club is based in the U.S. See **Policies and Protocol**, Protocol 8.2: Fundraising, 3. Tax and Other Legal Requirements.
- Transfer club financial information to the incoming treasurer.

Collect Membership Dues

You collect and pay membership and club dues to World Headquarters. See **Policies and Protocol**, Policy 8.0: Dues and Fees.

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

Submit all membership-renewal dues (\$36 per person, or \$27 per person for clubs not assigned to districts) accompanied by the names of renewing members online to World Headquarters no later than **October 1** and **April 1**.

Remind members that if membership-renewal dues are paid late, they might not be eligible for speech contests, education awards, or club recognition in the Distinguished Club Program.

You and other current club officers can easily and conveniently submit materials, such as membership applications and membership-renewal dues, through **Club Central**.

Pay Bills

You write checks to disburse funds as necessary for club activities.

Pay for secretary's purchase of club materials and equipment, such as ribbons, lecterns, timing devices, and promotional materials.

Receive and pay bills from World Headquarters.

Pay recurring bills, such as for meeting places and meals, as authorized by the executive committee.

You keep clear, accurate records of all club financial transactions. See **Policies and Protocol**, Protocol 8.1: Club and District Assets.

TREASURER CHECKLIST

Before Club Meetings

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

During Club Meetings

- Collect any payable membership-renewal 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 only takes 10 to 15 minutes to complete. Failure to file ultimately jeopardizes your club's tax-exempt status and subjects your receipts to income taxes.

- If your club is outside the U.S., consult a tax advisor to ascertain your government's 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 your term of office.

Items to Prepare for the Audit Committee

- | | |
|---|--|
| <ul style="list-style-type: none"> • Checkbook register • Bank statements and cancelled checks • Cash book and journal • Paid bills | <ul style="list-style-type: none"> • Deposit slips • Copies of monthly financial statements • Material requested by the committee |
|---|--|

COMMON SCENARIOS TREASURERS FACE

Following are examples of scenarios you may encounter in your role as treasurer and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Club Services team at World Headquarters (clubservices@toastmasters.org).

- Scenario:** A member submits his membership-renewal dues to the club on time. The member has a receipt proving that he paid membership-renewal dues to the club. However, as treasurer, you submit membership-renewal dues to World Headquarters late; as a result, the member is disqualified from a speech contest.
- Possible solutions:** Unfortunately, there is no solution to this problem, except to avoid it before it happens. As the treasurer, you are responsible for paying all membership-renewal dues on time. If you do not, other club members may have to suffer the consequences.
- Scenario:** You experience difficulty motivating members to pay membership-renewal 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 your term of office, take possession of all available records, and review the audit committee's report. Then begin monitoring the club finances as efficiently and completely as you can, creating a simple record-keeping system and documenting your procedures for future treasurers.

CLUB EXPENSES

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

Treasurer Resources

Distinguished Club Program and Club Success Plan (Item 1111)

www.toastmasters.org/1111

Success Communication Series and Success Leadership Series

www.toastmasters.org/successprograms

Submitting club dues

www.toastmasters.org/clubcentral

Use of Toastmasters materials

www.toastmasters.org/memberlists

SERGEANT AT ARMS

You keep track of the club's physical property, such as the banner, lectern, timing device, and other meeting materials. You arrive early to prepare the meeting place for members, and you stay late to stow all of the club's equipment. You are also in charge of the meeting place itself, obtaining a new space when necessary, and maintaining contact with the people who allow you to use the space for your club meetings.

The sergeant at arms also has a role to play during business meetings, speech contests, and other special club events. For example, the sergeant at arms escorts potential new members outside of the club's meeting place while the members vote on admitting them to the club. The sergeant at arms stands at the door while contestants compete in speech contests to ensure that the speaker is not interrupted by latecomers.

Stay current on all new developments via *The Leader Letter* and the announcements published on the Toastmasters website.

CLUB CONSTITUTION FOR CLUBS OF TOASTMASTERS INTERNATIONAL

Article VII: Duties of Officers, Section 7

The sergeant at arms is responsible for club property management, meeting room preparation, and hospitality. The sergeant at arms chairs the social and reception committee.

SERGEANT AT ARMS RESPONSIBILITIES

Tend to Club Property

You keep the club's banner, gavel, lectern, award ribbons, supplies, and other equipment safe and secure.

Arrive early to set up the meeting space.

Stay late to dismantle and clear the meeting space.

Stow all club property.

Leave the meeting room the way you found it.

Track the status of supplies ordered by the secretary.

Coordinate Club Meetings

You act as a liaison between the club and the management of the meeting place.

Notify the management at least three weeks in advance if there are changes in your meeting schedule.

BASIC CLUB SUPPLIES

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

Common Meeting Changes

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

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

SERGEANT AT ARMS CHECKLIST

Before Club Meetings

- Confirm meeting room reservations a few days before the meeting.
- Ensure that plenty of blank ballots are available for voting for Best Speaker, Best Evaluator, and so on.

Upon Arrival at Club Meetings

- Arrange the meeting room and equipment at least 30 minutes before, so the meeting starts on time.
- Arrange tables and chairs.
- Set out the lectern, gavel, club banner, (optionally) the national flag, timing device, ballots, trophies, and ribbons.
- Place a table near the door to display promotional brochures, name tags, the **Guest Book** (Item 84), and educational materials such as manuals, club newsletters, and the *Toastmaster* magazine 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** (Item 84), and give each a name tag to wear during the meeting.

During Club Meetings

- Sit near the door to welcome late arrivals and help them be seated. Prevent interruptions and perform any necessary errands.
- Coordinate food service, if any.
- Collect ballots and tally votes for awards when necessary.

After Club Meetings

- Return the room to its original configuration.
- Pack up all materials, and store them in a safe place.
- Pick up and dispose of any stray items or trash.

COMMON SCENARIOS SERGEANTS AT ARMS FACE



Following are examples of scenarios you may encounter in your role as sergeant at arms and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Club Services team at World Headquarters (clubservices@toastmasters.org).

- Scenario:** It's 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 you when your work or life schedules get busy; tap into the enthusiasm of new members to help with the role.
- Develop a minimalist, only-what's-needed configuration for your club's meeting space, and use it on those days when you have 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's 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.
- Work with the president and vice president public relations to tell everyone about the new location 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 finding a different space in the same building.
- Cancelling the meeting should be a last resort.

Sergeant at Arms Resources

Distinguished Club Program and Club Success Plan (Item 1111)

www.toastmasters.org/1111

Ordering club supplies

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

Ballots and Brief Evaluations
(Item 163)

www.toastmasters.org/163

THE DISTINGUISHED CLUB PROGRAM

Together, club officers set attainable goals for club success and develop a plan to achieve them. Focusing your efforts on achieving in the Distinguished Club Program (DCP) is one of the best ways to ensure your 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 your club should strive to achieve during this time. World Headquarters tracks the progress of your club toward these goals throughout the year, sending quarterly progress reminders to club presidents.

Updated reports are posted daily on the Toastmasters International website at www.toastmasters.org/distinguishedperformancereports.

At year-end, World Headquarters 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, your club must either have 20 members or a net growth of at least five new members as of June 30. Transfer and charter members do not count toward your club's membership goals.

Only members in good standing are eligible to earn education awards. A member in good standing is one whose dues have been paid by the club and received by World Headquarters by May 31 for the April-September period and by November 30 for the October-March period.

Distinguished Club Program Goals

Education

1. Two Competent Communicator awards
2. Two more Competent Communicator awards
3. One Advanced Communicator Bronze, Advanced Communicator Silver, or Advanced Communicator Gold award
4. One more Advanced Communicator Bronze, Advanced Communicator Silver, or Advanced Communicator Gold award
5. One Competent Leader, Advanced Leader Bronze, Advanced Leader Silver, or Distinguished Toastmaster award
6. One more Competent Leader, Advanced Leader Bronze, Advanced Leader Silver, or Distinguished Toastmaster award

Membership

7. Four new members
8. Four more new members

Training

9. A minimum of four club officers 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 new clubs that are chartered between October 1 and June 30, the charter submission fulfills the requirement for an on-time officer list and payment of membership dues.

*For important information about Goal 9 as it relates to newly chartered clubs, please see the 2014 *Distinguished Club Program and Club Success Plan* (Item 1111).

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

Distinguished Club Resources

Distinguished Club Program and Club Success Plan (Item 1111)

www.toastmasters.org/1111

Distinguished Club Program Goals (Item 1111C)

www.toastmasters.org/1111C

Distinguished performance reports

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

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, grow, achieve, and have fun!

Keys to Club Meeting Success

Variety	Fun	Time Limits	Manual Speeches
<p>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. Strong clubs use variety to keep meetings fresh and interesting.</p> <p>Update your club on news from World Headquarters via the Toastmasters' official social media sites.</p>	<p>People join Toastmasters to "learn in moments of enjoyment," as founder Ralph C. Smedley stated.</p> <p>Strong clubs have fun meetings that fulfill education objectives. The atmosphere is exciting, enjoyable, and inviting.</p>	<p>When time limits are enforced, it is amazing how much a club can pack into a single meeting without going a minute overtime.</p> <p>The best clubs start and end on time and follow a strict, fast-paced schedule. This builds enthusiasm and teaches valuable meeting management skills.</p>	<p><i>Competent Communication</i> (Item 225), <i>Competent Leadership</i> (Item 265), and the <i>Advanced Communication Series</i> (Item 226Z) are designed to provide education—the primary purpose of Toastmasters—in a logical format.</p> <p>Strong clubs encourage members to give speeches from the manuals and promote evaluations based on project objectives.</p> <p>Depending on the length and format of club meetings, a good goal to aim for is three manual speeches scheduled per meeting.</p>

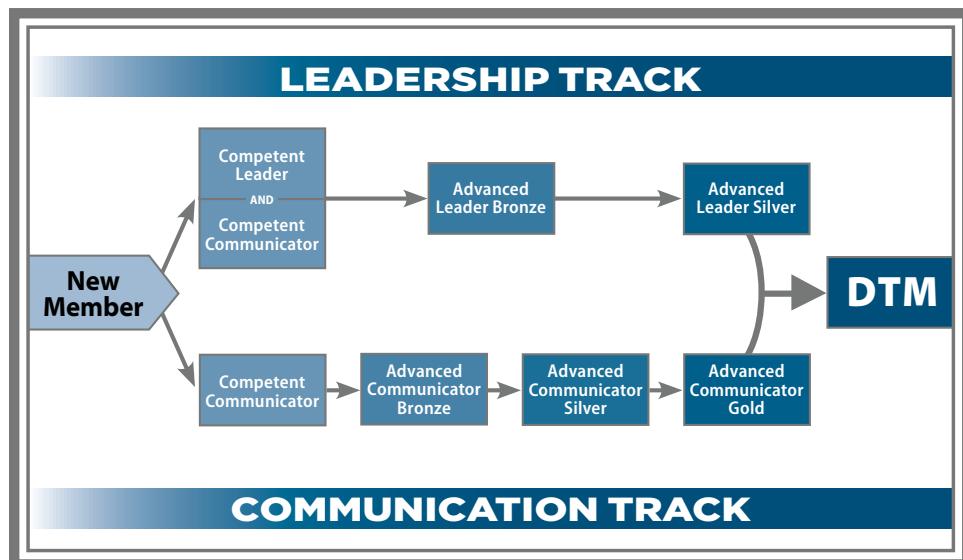
Healthy Club Guidelines

- 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 always speak from *Competent Communication* (Item 225), *Competent Leadership* (Item 265), and the *Advanced Communication Series* (Item 226Z).
- Guests are made to feel welcome.
- Guests are given information about the benefits of Toastmasters and are asked to apply for membership.
- Member accomplishments are recognized.

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. The communication and leadership tracks are not mutually exclusive; members may participate in both at the same time.

THE TOASTMASTERS EDUCATION PROGRAM



COMMUNICATION TRACK

Members who wish to focus on communication skills begin with *Competent Communication* (Item 225), a manual included in the New Member Kit. The 10 speech projects in this manual help members develop speaking skills one step at a time. Members may progress to manuals in the *Advanced Communication Series* (Item 226Z) after they have completed *Competent Communication* (Item 225).

COMMUNICATION TRACK AWARDS

▲ Competent Communicator

Once members finish all of the projects in *Competent Communication* (Item 225), they are eligible to earn a Competent Communicator award. The vice president education helps members complete the **Competent Communicator Award Application** (Item 1225), inside *Competent Communication* (Item 225), and submits it to World Headquarters at www.toastmasters.org/clubcentral. (Applications can also be emailed, faxed, or mailed.)

Members then receive a certificate, and first-time Competent Communicators may select two manuals from the *Advanced Communication Series* (Item 226Z) free of charge. If requested, World Headquarters sends a letter about the accomplishment to the Competent Communicator's employer.

Advanced Communicator Bronze

Competent Communicators who complete two manuals in the *Advanced Communication Series* (Item 226Z) are eligible for an Advanced Communicator Bronze certificate and, if requested, a letter from World Headquarters to their employers about their accomplishment.

Advanced Communicator Silver

Advanced Communicators Bronze who complete two manuals in the *Advanced Communication Series* (Item 226Z) and conduct two presentations from *The Better Speaker Series* (Item 269) and/or *The Successful Club Series* (Item 289) are eligible for an Advanced Communicator Silver certificate. If requested, World Headquarters sends a letter to their employers about their accomplishments.

Advanced Communicator Gold

In order to be eligible to receive the Advanced Communicator Gold award, Advanced Communicators Silver must carry out three tasks: 1) complete two manuals in the *Advanced Communication Series* (Item 226Z), 2) conduct the seminar from the *Success Leadership Series*, the *Success Communication Series*, or the *Youth Leadership Program* (Item 811), and 3) coach a new member with his or her first three speech projects.

Applicants are eligible for an Advanced Communicator Gold certificate and, if they wish, a letter about the accomplishment from World Headquarters to their employers.

ADVANCED COMMUNICATION SERIES MANUALS

After receiving the Competent Communicator award, a member may begin the *Advanced Communication Series* (Item 226Z). The 15 manuals in this series, each containing five speech projects, offer practical experience in handling a variety of speaking situations. Manual descriptions and prices are available on the [online store](#). Get commitment from Competent Communicators to earn Advanced Communicator Bronze awards within one year, and get commitment from Advanced Communicators Bronze and Silver to earn the next award within one year.

Communication Track Resources

Communication track award requirements and list of Advanced Communication manuals

www.toastmasters.org/commtrack

Competent Communicator award application

www.toastmasters.org/ccapplication

Advanced Communicator award application

www.toastmasters.org/acapplications

Success Communication Series and *Success Leadership Series*

www.toastmasters.org/successprograms

LEADERSHIP TRACK

Members who wish to focus on leadership skills begin with *Competent Leadership* (Item 265), included in the New Member Kit. Members serve in club meeting roles and leadership roles to learn and develop such skills as planning, motivating, and managing.

Clubs that have strong leaders have significantly higher member engagement and satisfaction. The leadership track not only helps members grow personally, it uplifts the club environment, increasing the quality of each meeting.

LEADERSHIP TRACK AWARDS

▲ Competent Leader

Members who complete the 10 projects in *Competent Leadership* (Item 265) are eligible for a Competent Leader award. The vice president education helps members complete their **Competent Leader Award Application** (Item 1227) and submits them to World Headquarters at www.toastmasters.org/clubcentral. (Applications can also be emailed, faxed, or mailed.)

Applicants receive a Competent Leader certificate, and, if they wish, World Headquarters sends a letter about the accomplishment to their employers.

Advanced Leader Bronze

Toastmasters who wish to earn the Advanced Leader Bronze award must accomplish the following.



Earning the Advanced Leader Bronze Award

- Earn a Competent Leader award
- Earn a Competent Communicator award
- Serve at least six months as a club officer (president, vice president education, vice president membership, vice president public relations, secretary, treasurer, or sergeant at arms)
- Participate in the preparation of a **Club Success Plan** while serving in this office
- Participate in district-sponsored club officer training while serving in this office
- Conduct any two presentations from *The Successful Club Series* (Item 289) and/or *The Leadership Excellence Series* (Item 310)

Applicants receive an Advanced Leader Bronze certificate, and, if they wish, World Headquarters sends a letter about the accomplishment to their employers.

Advanced Leader Silver

Toastmasters who wish to earn the Advanced Leader Silver award must accomplish the following.

Earning the Advanced Leader Silver Award

- Earn an Advanced Leader Bronze award
- Serve a complete term as a district leader (district governor, lieutenant governor, public relations officer, secretary, treasurer, division governor, or area governor)
- Complete *High Performance Leadership* (Item 262)
- Serve successfully as a club sponsor, mentor, or coach

A complete term as a district leader is service from September 1 through June 30. Anyone assuming office after September 1 does not qualify as having served a full term.

Applicants receive an Advanced Leader Silver certificate and, if they wish, World Headquarters sends a letter about the accomplishment to their employers.

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, a member must have achieved both an Advanced Communicator Gold and an Advanced Leader Silver.

Distinguished Toastmasters receive a plaque and are mentioned in the **Toastmasters Hall of Fame**. If applicants wish, World Headquarters sends a letter to their employers about their achievement.

Leadership Track Resources

Leadership track	www.toastmasters.org/leadtrack
Competent Leader award application	www.toastmasters.org/clapplication
Advanced Leader award and Distinguished Toastmaster award application	www.toastmasters.org/aldtmapplications

HIGH PERFORMANCE LEADERSHIP

High Performance Leadership (Item 262) features five projects offering instruction and practice in such vital leadership areas as developing a vision, goal-setting and planning, developing plans and strategies, and teambuilding. It also gives members feedback on their leadership skills. The program may be completed within a member's Toastmasters club, area, or district, and even within his or her company or community. The member receives a certificate of completion.

EARNING MULTIPLE EDUCATION AWARDS

Each time a Toastmaster wishes to complete the series of advanced communication awards (Advanced Communicator Bronze, Silver, and Gold), he or she must complete two different manuals in the *Advanced Communication Series* (Item 226Z) for each award. This means that each time a member earns an Advanced Communicator Gold award, he or she must have completed six different manuals in the *Advanced Communication Series* (Item 226Z)—two for the Advanced Communicator Bronze Award, two for Silver, and two for Gold.

Each time a Toastmaster wishes to earn a second of the same award on the communication track, he or she may repeat the the manuals used for a previously earned award. For example, if a member completed *The Entertaining Speaker* (Item 226A) and *Speaking to Inform* (Item 226B) for her first Advanced Communicator Silver award, she may repeat these manuals for credit towards a second Advanced Communicator Silver. A member cannot repeat any *Advanced Communication Series* (Item 226Z) manuals while working toward a single award (Advanced Communicator Bronze, Silver, or Gold award). So, for example, the member may not complete *The Entertaining Speaker* (Item 226A) twice for the same Advanced Communicator Bronze award.

▲ SUBMITTING EDUCATION AWARD APPLICATIONS

It is the responsibility of the vice president education to submit education award applications to World Headquarters. When a member has fulfilled the requirements for an award, meet with him or her right away and help fill out the appropriate award application.

Current club officers can submit award applications online through the Toastmasters International website www.toastmasters.org/clubcentral. (Applications can also be emailed, faxed, or mailed.) Applications are included in each advanced manual and online at www.toastmasters.org/commtrack and www.toastmasters.org/leadtrack.

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

Award Requirements

- An applicant must be a member in good standing at the time the application is received by World Headquarters. A member in good standing is one whose dues have been paid through the club and received by World Headquarters by May 31 for the April-September period and by November 30 for the October-March period.
- The vice president education must sign all award applications. If the vice president education is unavailable, or if the application is for the vice president education, another current club officer may sign it.

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

Certificates are mailed five to seven working days after the application is received.

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

Education program	www.toastmasters.org/educprogram
Submitting member award applications	www.toastmasters.org/clubcentral
Member Achievement Record (Item 1328)	www.toastmasters.org/1328
Education program FAQs	www.toastmasters.org/edfaq

CLUB FINANCE

BUDGET

The club executive committee develops a budget each year.

Typical Club Expenses

- | | |
|--|---|
| <ul style="list-style-type: none">• Club newsletter• Web server• Trophies, ribbons, and certificates• Administrative supplies | <ul style="list-style-type: none">• Promotional material• Educational material• Speech contest material• Postage |
|--|---|

TYPICAL CLUB REVENUE

- Membership and club dues
- Donations
- Fundraising

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

▲▲ CLUB BANK ACCOUNT

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

For U.S. clubs only: Whether your club has an existing bank account or needs to open one, you must use the club's unique Employer Identification Number (EIN). Each club's EIN is available on the Toastmasters website in **Club Central** on the Update my Club Meeting Information tab.

Before you can issue checks from a club account, the bank must have a signature card signed by the treasurer and president of the club. Ask your bank for the proper form, and return it to the bank by **July 1** (and **January 1** for clubs electing semiannually).

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

If your club needs assistance opening a bank account, email irsquestions@toastmasters.org.

▲▲ 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.

▲ Bank Statements, Invoices, and Checks

Review bank statements, paid invoices, cancelled 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 cancelled checks, and follow up with the treasurer.

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

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 World Headquarters. Likewise, compare the amounts on the Applications for Membership sent to World Headquarters to the checks received from the members and the account statements received from World Headquarters and confirm that the amounts match.

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 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.

Assets

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

Report

Follow up with the treasurer if you have 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/Members/OfficerResources/Liability-Insurance to get the information to include with your insurance certificate request. In the event that a venue informs your club that they need to be named as a certificate holder for a specific Toastmasters meeting or occasion, contact tminsurance@toastmasters.org for a tailored certificate within one to three business days.

THE AUDIT COMMITTEE

About one month before the club president's office term ends, he or she appoints a committee of three members (excluding the 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 Finance Resources

Financial information for
club business

Tax questions

Other finance questions

www.toastmasters.org/financialresources

irsquestions@toastmasters.org

financequestions@toastmasters.org

CLUB EVENTS

CLUB OFFICER ELECTIONS

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

Hold elections at the first meeting in May, with new officers taking office July 1. In clubs that elect officers semiannually, an election must also be held at the first meeting in November, with new officers taking office January 1.

CLUB CONSTITUTION FOR CLUBS OF TOASTMASTERS INTERNATIONAL

Article VI: Officers, Section 5

Nominations for club officers shall be made by a club nominating committee appointed by the club president at least two (2) weeks prior to the election. This committee shall consist of three (3) active individual members when practicable. This committee shall present its report at the regular business meeting immediately preceding the business meeting at which the election is to take place, and shall present only the names of active individual members who have consented to serve if elected. Further nominations may be made from the floor at the time of the election by any active individual member. All elections shall be by secret ballot, unless a secret ballot is dispensed with by unanimous vote, with a majority vote of all active individual members present and voting necessary to elect each officer. The chairman of the club nominating committee shall be the immediate past club president, unless the best interests of the club require otherwise.



NOMINATION

At least two weeks before elections, appoint a nominating committee. Any current active member of the club is eligible to run for office and members may run for more than one office. Offices to be filled are president, vice president education, vice president membership, vice president public relations, secretary, treasurer (or secretary/treasurer), and sergeant at arms.

All positions should be filled if possible. However, a club must have a minimum of three officers: the president, a vice president, and the secretary or secretary/treasurer. Each office must be held by a different person.

The nominating committee may consider active members who have announced their desire to serve in office. It may also seek out qualified candidates. A member may only be placed on the nominating committee's report if he or she has 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 nominating 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 NOMINATING COMMITTEE

The nominating committee selects candidates for each of the club offices. The club president appoints a nominating committee of three active members at least two weeks before club elections. The immediate past club president is the committee chair, unless the best interests of the club require otherwise.

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:



The Election Process

1. Accept nominations for the office of 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 he would accept the position if elected. Allow the nominee two minutes to speak on his own behalf.
4. Ask for additional nominations for the office of president. If others are nominated, repeat steps 2, 3, and 4 for each nominee.
5. Entertain a motion to close the nominations for the office of president. This requires a second and a vote.
6. Instruct everyone to cast their ballots. If there is only one nominee, entertain a motion that the secretary be instructed to cast a single ballot on behalf of the candidate. This must be seconded and voted upon. If more than one candidate is nominated, hold a secret ballot.
7. Ask two people to tally the votes.
8. Announce the winner.

If the vote is tied, the election is determined by a coin toss.

Repeat these steps for each office. When elections are finished, introduce the newly elected executive committee to the club.

▲ 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 may 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. No president may serve more than 12 consecutive months.

▲ 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.

CLUB OFFICER INSTALLATION

After new officers are elected the outgoing club president arranges an installation ceremony. The entire ceremony takes about 12 to 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 (Item 5801Z)
- Gavel (Item 375)
- Club President Award (Item 1990)
- *Club Leadership Handbook* (Item 1310)
- For tokens of appreciation to present to your outgoing officers, visit www.toastmasters.org/recognitiongifts

CLUB OFFICER INSTALLATION SCRIPT

Whoever conducts the ceremony (the installing officer) may use the following script or create one.

First, the installing officer asks the outgoing club officers to stand, thanks them for their work, and relieves them of their responsibilities by saying, "You are discharged from all further duties and responsibilities as officers of Club [insert club name here]."

Next, the installing officer calls the incoming officers forward and asks that they stand, in the following order, to the right of the lectern: sergeant at arms, treasurer, secretary, vice president public relations, vice president membership, vice president education, and president.

The installing officer charges the incoming officers with their new duties by saying, "I am here to install the officers of Club [insert club name here] and to prepare them for the challenges that lie ahead. Their collective challenge is to make this club strong, dedicated to helping people from all walks of life to speak in an effective manner, listen with sensitivity, and think creatively."

I will ask each officer to hold the gavel as a symbol of leadership as I briefly describe the challenges he or she must meet and the responsibilities he or she must fulfill."

The installing officer introduces the sergeant at arms, giving a brief description of the goals and responsibilities of the office. Then the installing officer gives the gavel to the sergeant at arms as a symbol of this charge and concludes by saying, "Will you perform these duties to the best of your ability?"

The installing officer asks the sergeant at arms to pass the gavel to the next person and repeats this procedure for the treasurer, secretary, vice president public relations, vice president membership, and vice president education. The incoming president is installed last with the following special presentation:

▲ “Toastmaster [insert incoming president’s name here], having been elected the president of Club [insert club name here], you are its chief executive officer and are expected to preside at all club meetings and at all regular and special meetings of your executive committee.

It is your challenge to see that this club enables its members to achieve their educational goals. It’s also your challenge to see that your club helps the area, division, district, and Toastmasters International to meet their goals. Please accept the gavel as a symbol of your leadership and dedication to office.

The gavel is a symbol of the power and authority given to you by the membership of this club. Use it wisely and with restraint. You are a member of your team as well as a leader. A team is more than a collection of people. It’s an emotional force rooted in the feelings, thoughts, and actions of all members with the common goal of achievement, sharing, and mutual support. Work with your team members to create a healthy, dynamic club, a club of which everyone is proud.

Will you, as president, accept this challenge and perform your duties to the best of your abilities?”

The incoming club president responds, “I will.”

The installing officer says, “It is now my pleasure to declare these Toastmasters installed into the offices to which they have been elected.”

Then, addressing the club collectively, the installing officer continues, “Will everyone please stand? The growth and development of the Toastmasters program in Club [insert club name here] depends largely upon the actions of this group. On your honor, as men and women of Toastmasters, do you pledge to individually and collectively stand by this club, live with it, and work with it throughout the coming year?”

The club members reply, “We will.”

The installing officer says, “Will the newly installed club president and immediate past president please join me at the lectern. [Insert immediate past president’s name here], as immediate past president of Club [insert club name here], will you offer the president’s pin to [insert incoming president’s name here] as a symbol of [his/her] dedication and service? And [insert incoming president’s name here], as president of Club [insert club name here], will you offer the past president’s pin to [insert immediate past president’s name here] for [his/her] dedication and service?” The immediate past president and incoming president each pin the other officer.

The installing officer and immediate past president leave the lectern. The new president takes charge of the meeting. At this time, the new president presents the **Club President Award** (Item 1990) to the outgoing president. The new president then gives a three-minute speech, outlining the goals for his or her term.

CLUB SPEECH CONTESTS

Twice per year, every Toastmasters club has the opportunity to participate in two official speech contests. Each of these contests begins at the club level, and winners of the club contest may then proceed through the area, division, and district levels. As part of the International Speech Contest, winners at the district level proceed to the semifinals at the International Convention, and winners of the semifinal round then proceed to the World Championship of Public Speaking, also held at the International Convention.

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, you must balance the needs of both groups and plan speech contests accordingly.

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* (Item 1171)
- Ensures the **Notification of Contest Winner** form (Item 1182) is forwarded to the area contest chair

OTHER LEADERSHIP OPPORTUNITIES

Though the vice president education is responsible for oversight of the club's speech contests, there are other leadership opportunities that members may take advantage of to advance their education goals.

Contest Chair

Perhaps the most important of these is the role of contest chair, for which members may receive credit in Project 10 of *Competent Leadership* (Item 265). For a complete description of the role of the contest chair, see the *Speech Contest Rulebook* (Item 1171). 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, so much the better. This frees the vice president education to manage the club's speech contest from a more strategic vantage point, and it gives another member the opportunity to advance in *Competent Leadership* (Item 265).

Helping to Organize a Speech Contest

Note that Project 6 of *Competent Leadership* (Item 265) provides an opportunity for members to assist with organizing a club speech contest. Using planning and delegation skills, the vice president education can not only enlist support in organizing a good speech contest, but also help members achieve their Competent Leader award, which enhances the club's standing in the Distinguished Club Program.

▲ 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* (Item 1171). 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 dues to World Headquarters. In short, if a member is not in good standing 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 dues and regains good standing.

Though it's the primary responsibility of the contest chair to verify eligibility, the vice president education can assist by sharing his or her 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.

Speech Contest Resources

Speech Contest Rulebook
(Item 1171)

www.toastmasters.org/1171

Speech contest FAQs
Speech contest kits

www.toastmasters.org/speechcontestfaq
www.toastmasters.org/speechcontestkits

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