




TOASTMASTERS
INTERNATIONAL®

When You Are the
President

**A Guide to
Effective Club
Leadership**



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A Guide to Effective Club Leadership

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The Mission of the Club

The mission of a Toastmasters club is to provide a mutually supportive and positive learning environment in which every individual member has the opportunity to develop oral communication and leadership skills, which in turn foster self-confidence and personal growth.

The Mission of Toastmasters International

Toastmasters International is the leading movement devoted to making effective oral communication a worldwide reality.

Through its member clubs, Toastmasters International helps men and women learn the arts of speaking, listening, and thinking – vital skills that promote self-actualization, enhance leadership potential, foster human understanding, and contribute to the betterment of mankind.

It is basic to this mission that Toastmasters International continually expand its worldwide network of member clubs, thereby offering ever-greater numbers of people the opportunity to benefit from its program.

Vision

Toastmasters International empowers people to achieve their full potential and realize their dreams. Through our member clubs, people throughout the world can improve their communication and leadership skills, and find the courage to change.

Values

Toastmasters International's core values are integrity, dedication to excellence, service to the member, and respect for the individual. These are values worthy of a great organization, and we believe we should incorporate them as anchor points in every decision we make. Our core values provide us with a means of not only guiding but also evaluating our operations, our planning, and our vision for the future.



Being a Toastmaster means more than simply making a commitment to self-development. Everyone who joins a Toastmasters club is making a commitment to the club, to its members, and to the organization as a whole.

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 educational and recognition programs
- To maintain honest and highly ethical standards during the conduct of all Toastmasters activities



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You Are the President

- Presiding over regular club meetings
- Presiding over club business meetings
- Presiding over executive committee meetings
- Providing leadership, motivation, and guidance to the club
- Taking part in the governance of Toastmasters International at district council meetings and at the Annual Business Meeting, either in person or by proxy
- Motivating your team of club officers to achieve success in the Distinguished Club Program
- Helping resolve conflicts when they arise
- Receiving and distributing materials sent by World Headquarters

This manual contains all of the basic information you need to fulfill the role of club president. In it, you will find:

- An outline of the standards for president
- Detailed explanations of how to meet these standards
- Leadership techniques you can use to meet these standards
- A calendar with important dates
- Access to the tools and resources available to ensure a successful term of office and a successful club (in the Appendix)

Standards for Success

Every club officer has performance standards to meet. These standards aid officers in understanding their roles and help club members know what they should expect from officers. The rest of this manual provides information you need to meet your standards.

A club president must:

At the Club Meeting

- Ensure the meeting starts and ends on time
- Make sure guests are warmly and enthusiastically welcomed and introduced
- Allow time before and after the meeting to speak with guests
- Discuss the Distinguished Club Program (DCP) and the club's progress and achievements in it
- Recognize member achievements in Toastmasters and in their personal lives
- Report on the "Moments of Truth" the club is achieving (Visit www.toastmasters.org/momentsoftruth)
- Oversee administrative operation of the club in compliance with the Club Constitution and Bylaws
- Maintain relationships with the district and with Toastmasters International
- Schedule and chair monthly executive committee meetings
- Arrange for a replacement if unable to attend a club or executive committee meeting
- Search for leaders, ensure all club offices are filled for the succeeding term and conduct timely elections
- Prepare your successor for office

Outside of the Club Meeting

- Attend district-sponsored club officer training
- Ensure club officers meet officer and meeting standards
- Ensure the club meets basic standards (see "Club Standards" below)
- Analyze and evaluate your club's strong and weak areas with the executive committee
- Oversee the plan to achieve DCP goals
- Encourage communication and leadership development by promoting CC, AC, CL, and AL awards
- Ensure the club has an ongoing membership-building program
- Attend and vote your club's proxy at district council meetings or authorize a club member to do so
- Attend the Annual Business Meeting at International Convention and vote your club's proxy or send an authorized delegate or alternate

Club Standards

Toastmasters clubs have 10 standards to meet. It is your responsibility to encourage your club members to work together to meet them at all times:

- Meetings start and end on time, are fast-paced and flow smoothly, with no awkward transitions between segments. Participants are prepared.
- Club officers are trained in their roles and fulfill their responsibilities.
- Membership recruitment is ongoing so that there is a constant influx of new members to combat natural membership turnover, to bring fresh ideas to the club, and to provide a stronger leadership base.
- New members are formally inducted into the club and are oriented to club operations and the educational program.
- Every member is assigned a mentor to help him or her become familiar with the club and work on

the new member's first few manual projects. Mentors also help experienced members to develop special skills.

- All members work toward earning Competent Communicator (CC), Competent Leader (CL), and other educational awards. Scheduled speakers give manual speeches.
- All members are trained in effective evaluation. Every evaluator gives positive comments and offers specific suggestions for improvement.
- Members are quickly recognized for their accomplishments within and outside of the club.
- All members participate in the DCP. The DCP helps a club accomplish its purpose of providing the environment in which members learn to be better speakers and leaders.
- Administrative work is handled promptly and efficiently. The club keeps current, accurate financial and membership records. Club officer lists, dues renewals, and award and membership applications are submitted promptly to World Headquarters.

Attend Club Officer Training

Every June, July, and August, as well as December, January, and February, your district conducts club officer training. Training includes a review of each officer's responsibilities and tips for fulfilling them. It also allows you to meet officers from other clubs, share ideas, and keep up on current information. Contact your district lieutenant governor education and training (LGET) or visit your district Web site for information about the next training workshop. Links to district Web sites are available at www.toastmasters.org/distwebsitelist.

Other Resources

If you are not familiar with how to run a meeting, you may want to order *Chairman (Item 200; www.toastmasters.org/200)*, the Toastmasters International guide on leading meetings, and *Robert's Rules of Order Newly Revised (Item B30; www.toastmasters.org/B30)* by General Henry M. Robert. These will help you conduct meetings and use parliamentary procedure correctly.

The Club Constitution and Bylaws (*Item 210C; www.toastmasters.org/210C*) provides the policies and procedures that guide all Toastmasters clubs. Your club secretary should have a copy. If not, order it from World Headquarters or download a copy from www.toastmasters.org/policiesandprocedures.

The Executive Committee

As presiding officer, it is your duty to schedule and chair regular executive committee meetings to plan and review the club's and members' progress. The executive committee consists of all seven club officers (president, vice president education, vice president membership, vice president public relations, secretary, treasurer, and sergeant at arms) and the immediate past club president. The club president serves as the committee chairman. The executive committee is in charge of all business and administrative club affairs such as creating a club budget, completing a Club Success Plan and tracking the club's progress in the Distinguished Club Program (DCP), and overseeing the other club committees such as the reception committee.

Some clubs' executive committees meet twice a month, while others meet monthly. How frequently the committee meets is the committee's decision. However often you meet, it's important to keep in close contact with each committee member between meetings.

Productive executive meetings include these elements:

1. **An agenda.** Prepare a complete meeting agenda and distribute it to each committee member several days before the meeting. Include minutes of the last meeting, officers' reports, inactive membership status, membership and educational activities review, old and new business review in the agenda.
2. **Parliamentary procedure.** Following parliamentary procedure will keep the meeting organized, orderly, coherent, and productive.
3. **Pace.** Keep the meeting fast-paced and short. Save the inventive problem-solving and creative thinking for the end.
4. **Participation.** Every executive committee member should have a report or be asked to contribute during discussions. Participation promotes teamwork.
5. **Review of progress.** At every meeting you should review your club's annual goals and its progress, using the Club Success Plan and DCP to guide you. Is the club on target? Are there problem areas? What adjustments need to be made?

6. **General meeting agendas.** Discuss the agendas for the next one or two club meetings and note the business items that need to be conducted before the club.
7. **Encourage creativity and new ideas.** Don't be locked into the "we've always done it this way" mentality. Remember: All decisions by the executive committee must be approved by the club. If the club doesn't approve of an executive committee decision, the decision is invalid.

Parliamentary Procedure

Become familiar and comfortable with parliamentary procedure because it is essential to your success as president.

Have on hand at meetings a copy of *Robert's Rules of Order, Newly Revised* (Item B30) or other parliamentary authority recognized in your country. You may also benefit from conducting the seminars "Parliamentary Procedure in Action" (Item 237) and "How To Conduct Productive Meetings" (Item 236) from *The Success/Leadership Series*.

Your Leadership Opportunity

Serving as club president is your opportunity to develop and enhance your leadership skills. Following are some tips to help you become a successful leader.

Successful Leaders:

- **Set realistic and attainable goals.** Use the *Distinguished Club Program/Club Success Plan* (Item 1111) to help you and the executive committee set goals for the club. Complete rules and requirements for the DCP are online at www.toastmasters.org/dcpmanual. For example, one goal could be “To have at least three members complete the *Competent Communication* manual.” Other goals could include:
 - To have a minimum of 20 members by the end of the term
 - To have a minimum of 20 members attend each club meeting
 - To have members present only manual speeches
 - To provide more speaking opportunities for members
 - To conduct at least two presentations from *The Successful Club Series*, *The Better Speaker Series*, or *The Leadership Excellence Series*
- **Plan how to accomplish goals.** Work with the executive committee using the DCP to set goals, design a plan of action, develop strategies, establish timetables, and monitor the club’s progress toward those goals.
 - For example, if one of the club’s goals is for at least three members to become CCs before June 30, you would make sure the vice president education (VPE):
 - ◆ identifies three or more members who could complete the manual by the deadline
 - ◆ meets with the members, explains how the members and the whole club benefit from completing the manual
 - ◆ asks the members for a commitment to meet this goal
 - ◆ provides the speaking opportunities and any other support the members need to fulfill the goal
- **Delegate.** Delegation is the process of transferring responsibility from one person to another and empowering that individual to accomplish a specific goal. The five steps of delegation are:
 1. Prioritize what needs to be done. Look at your overall workload, and then identify tasks that can be delegated.
 2. Match the requirements of each responsibility with who is available and what they can handle.
 3. Assign responsibility. Clearly explain what the individual would be responsible for and what your expectations are so he or she can decide whether to accept or decline the responsibility.
 4. Empower the individual to make the decisions necessary to achieve results and ensure he or she has the tools and resources required to complete the work.
 5. Establish milestones, timelines, and ways to report progress to lay the groundwork for a successful project and establish a solid foundation for accountability.

As you begin to delegate more and more, always make yourself available to support your team along the way. And remember, the idea is to delegate – not abdicate.

- **Monitor progress.** Use the online DCP progress reports, the Club Success Plan, and the communication and leadership achievement wall charts to track the club's and members' progress toward goals. Use the information to make alterations to goals if necessary.
- **Coach team members when necessary.** Coaching is essential and it helps team members recognize and manage their strengths and weaknesses. The four steps to coaching are:
 - Agree that a problem exists. You can't solve a problem until you and the team member agree there is a problem.
 - Discuss solutions. You and the team member should outline possible solutions to the problem.
 - Agree on an action. Explain what behavior is necessary to produce the desired result, and develop a timetable for carrying it out.
 - Follow up. Check periodically to see that the member is acting according to the agreement.

For example, your VPM did not complete Applications for Membership for new members who joined the club in the last two months so the members have not received their *New Member Kit* nor their copies of the *Toastmaster* magazine. You should:

- ◆ Speak with the VPM privately. Explain why it is important that new members' applications for membership and dues are immediately submitted to World Headquarters. Point out that

members' educational awards may be delayed and members may be ineligible to compete in speech contests. Get agreement that prompt submission of membership applications and dues to World Headquarters is important.

- ◆ Discuss how the VPM could improve the situation. Give specific examples.
 - ◆ Work with the VPM to develop a plan for completing membership applications as soon as the visitor expresses interest in joining the club.
 - ◆ When a new member joins, watch the VPM and the person complete the application to see if standards are being met. Offer additional help if necessary.
- **Recognize achievement.** Reward team members who perform well. The reward isn't necessarily tangible – a "thank you" or a smile will often suffice, as will an announcement during a club meeting.

For example, a club member recently recruited two new members. Announce the member's accomplishment during a club meeting. Make her feel special. The recognition will also motivate other members to achieve. For ideas on achievement recognition, go to www.toastmasters.org/awards.

Leadership Opportunities Beyond the Club

Toastmasters International has several leadership development opportunities outside of the club environment. Visit www.toastmasters.org/districtofficer for more information.

Communication and Leadership Development

Members develop their communication and leadership skills through the Toastmasters educational program. The educational program is divided into two tracks – a communication track and a leadership track. Members may participate in both tracks at the same time.

For complete information about communication and leadership development, visit www.toastmasters.org/membereducation.

Preserving the Club Experience

A Toastmasters club is the chief learning center for members. Members prepare and present manual speeches before their fellow members, who evaluate the presentations and help the members improve. Members also learn by watching and listening to other speakers and by participating in other meeting roles, such as Toastmaster, Topicsmaster, and timer.

When a club has more members who want to present manual speeches than time available during regular club meetings, the club may occasionally conduct a special meeting devoted solely to manual speeches. Sometimes these meetings are called speakathons, speech marathons, or speakouts. Such meetings are acceptable, provided the following criteria are met:

- Each speech is prepared carefully to allow the speaker to focus on the project's objectives
- All speeches must receive both written and verbal evaluations
- Each Toastmaster is limited to one speech at any meeting for credit toward any CC or AC award

Quality Speeches

Toastmasters' learning environment is self-paced and self-directed so members may set their own goals and standards when participating in the communication and leadership tracks. Of course every member should strive to meet manual project objectives, but it is okay if

an individual's natural ability or personal goals and standards do not match those prescribed in the manuals. Your duty as a club member and officer is to ensure that the club provides the environment in which members can develop the skills they need to meet their personal goals and standards.

Evaluations are the method members use to help one another achieve their goals. However, an evaluator is simply a peer offering his or her opinion of a speaker's presentation and the decision to accept an evaluator's suggestion or opinion rests solely with the speaker. No one has the authority to withhold credit from a member for completing a manual project even if the member did not meet the prescribed standards in the manual.

Speech Topics

Toastmasters International does not place restrictions on topics, content, or language of any speeches. Toastmasters International recognizes club members may learn much about the world around them from listening to others' speeches, including Table Topics, on a variety of subjects. This variety can add interest to club meetings and stimulate thoughts and ideas. It also recognizes that a club is a diverse group of people and recommends members be sensitive to this diversity and use good taste and responsibility when selecting speech topics, content, and language. A club may guide its members on how to observe taste and sensitivity in the context of that particular club.

Other Education Opportunities

Accredited Speaker Program

Toastmasters International's annual Accredited Speaker Program acknowledges members who already possess and regularly demonstrate expert public speaking skills. Members with this ability are rare and few. Less than 20 percent of all applicants have earned the title Accredited Speaker since the program began in 1980.

Visit www.toastmasters.org/asapp to print the Accredited Speaker Program brochure and application and read the most common recommendations offered by members of the review panels at www.toastmasters.org/astips.

Speech Contests

Speech contests are a Toastmasters tradition. Competition begins with club contests and winners compete upward through the area, division, and district levels. The International competition has two additional levels – semifinal and international.

Your district establishes a contest schedule for the area, division, and district contests. Each club in good standing should conduct the International Speech Contest, usually in January or February. The VPE is responsible for conducting the club speech contests before the area contests takes place.

The winner of the club contest competes in the area International Speech Contest. The area winner then proceeds to the division contest; the division winner then proceeds to the district contest. District contest winners participate in one of nine semifinal contests held on the Thursday evening of the International Convention each August. The nine semifinal contest winners will then compete on Saturday in the contest final. The winner of the final contest becomes the World Champion of Public Speaking.

World Headquarters sends a *Speech Contest Rulebook* (Item 1171) and *Speech Contest Manual* (Item 1173) to all club presidents in October. Be sure to give these to the VPE. Rules for the International Speech Contest are also available for viewing (but not printing) on the Toastmasters International Web site (members.toastmasters.org).

Visit www.toastmasters.org/speechcontests for contest facts and frequently asked questions. If you

don't see the answers to your contest questions online, e-mail the Member Services Department at World Headquarters (speechcontests@toastmasters.org).

Taped Speech Contest

Members of clubs that do not belong to a district or that belong to provisional districts are eligible to compete in the International Taped Speech Contest. Tapes must be in English and submitted on standard audio cassette tape or CD. See the Speech Contest Rulebook (Item 1171) for details. Tapes for the contest must be received at World Headquarters on or before March 31 each year.

Success/Communication Series and Success/Leadership Series Presentations

The seminars in Toastmasters' *Success/Communication Series* and *Success/Leadership Series* can be used in several ways: inside your club, to enhance members' skills; in companies, to increase employees' skills and promote awareness of Toastmasters; and in the community, to enhance the general public's skills and to promote awareness of Toastmasters.

Seminars are designed to help participants develop and practice various communication and leadership skills. Most programs include an outline and instructions for the presenter, visuals, and notebooks for participants. Visit the Member Experience page at www.toastmasters.org for brief explanations of each seminar then place your order in the online store.

The *Success/Communication Series* module titled "Speechcraft," is an excellent membership-building tool. Your club can conduct Speechcraft during club meetings or as a mini-Toastmasters program for the public during special meetings outside of the club. Visit www.toastmasters.org/speechcraft for more information on Speechcraft.

Program Fees

If your club presents any seminars from *The Success/Communication Series* and *The Success/Leadership Series* for nonmembers, it may charge the participants a reasonable fee. The fee should cover program expenses (materials, refreshments, room rental, etc.). Any remaining money must be placed in the club's treasury. No individuals, educational institutions, or other

organizations may derive financial gain either directly or indirectly from the staging of these programs.

Receiving Program Credit

Members who coordinate and conduct a *Success/Communication Series*, *Success/Leadership Series*, or *Youth Leadership* seminar should record it on a Member Achievement Record (Item 1328). Members will need this information when applying for the Advanced Communicator Gold (ACG) award.

Each seminar from *The Success/Communication Series*, *The Success/Leadership Series* (including *Speechcraft*), and *Youth Leadership* has only one coordinator. Only the program coordinator receives credit for conducting the seminar regardless if other members assisted.

Recognize Achievement

Recognition is an important part of Toastmasters. Use these suggestions to recognize members' achievements:

- Present certificates during a special ceremony held at a club meeting. Some clubs also purchase pins or badges to give to recipients.
- Try to arrange award presentation ceremonies to coincide with visits from district or International officers. Have visiting officers present awards.
- Publish news of the award in the club's newsletter or on the Web site and notify the district newsletter editor/Webmaster.
- Send a personal letter to recipients congratulating them on their accomplishments.
- Recognition is most effective when it's delivered in public. It's also most effective when delivered immediately after the award is achieved.

The Communication Achievement Award

Recognize someone outside the club for his or her contributions to communication excellence with the Communication Achievement Award. Suggested recipients include the mayor or other city official, company president, local news broadcaster, etc. An instruction

pamphlet (Item 1972A) and plaque (Item 1972B; www.toastmasters.org/1972B) are available from www.toastmasters.org/shop.

Honorary Club Membership

Recognize a member or nonmember for outstanding contributions to the community or to your club and generate goodwill and publicity for your club by presenting awardees with an Honorary Club Membership Certificate (Item 508A).

Outstanding Toastmaster

Any Toastmasters club member is eligible to participate in the club Outstanding Toastmaster (also called Toastmaster of the Year) contest each year. The Outstanding Toastmaster should be presented with a certificate (Item 522; www.toastmasters.org/522) and an appropriate trophy or plaque. Visit www.toastmasters.org/outstandingtm for guidelines.

Years of Membership

Recognize Toastmasters who have been active members for several years by presenting them with a Member Anniversary Certificate (Item 5922; www.toastmasters.org/5922).

Recognition, Not Criticism

Many clubs give Best Speaker, Best Table Topics, and other awards at each club meeting. These optional awards can encourage members to prepare and present good speeches.

However, awards like "King of Ahs" (for the most "ahs" in a meeting) or a "Bone" award (for making the biggest blunder of the meeting) reinforce negative behavior, can embarrass members, create ill will, and discourage people from participating in your club. All awards in your club should be positive and recognize accomplishment, not mistakes. The purpose of your club is to build members' self-confidence, not to destroy it. Show members that you care by recognizing them for their accomplishments.

Participation in District and International Meetings

Attend and Vote at Area and District Council Meetings

Your responsibilities do not end at the club level. As president, you are also part of the area council and the district council which meet several times each year. You, the VPE, and the VPM are eligible to vote at area council meetings. You and the VPE are eligible to vote at the district council. It's important that your club is represented at both the area and district meetings, because business is conducted that often affects your club. Attend and participate in these meetings and report to your club any decisions made at these meetings. If you cannot attend a meeting, ensure a club member attends and give proxy votes to that member.

Choose Your Leaders

Representatives to the International Board of Directors are nominated by the International Leadership Committee (ILC). During the Annual Business Meeting held during the International Convention each August, clubs vote to elect officers and members to the Board of Directors and decide for or against adoption of any proposed amendments to the Bylaws of Toastmasters International, the District Constitution, or the Club Constitution. You are invited to attend this meeting and cast your club's votes. If you cannot attend, the votes may be cast in person by any club member(s) as delegate(s), or by an active member of another club selected to act as proxy, or by your district governor.

For more information about elections, visit www.toastmasters.org/elections.

Maintain relationships with the district and with Toastmasters International

Successful clubs have strong membership and great educational programming. Keep your club on the right track by maintaining relationships with your district

officers and with World Headquarters. For example, set up a regular time to contact your area and division governor by phone or e-mail about once a month. District officers can provide valuable feedback and assistance with membership building and retention, as well as educational programming ideas.

The International Convention

Each August, Toastmasters International holds its Convention. Members from around the world gather to hear top speakers discuss various communication, leadership, and self-development subjects, conduct business, and witness the World Championship of Public Speaking, where finalists from around the world compete in the International Speech Contest. In addition, there's fellowship and fun. You and your club members are invited to attend. Watch the *Toastmaster* magazine and the Toastmasters Web site for details.

Administrative Responsibilities

Overseeing the administrative operation of the club and ensuring its compliance with the Toastmasters International Club Constitution and Bylaws is another of your standards. This includes the following:

Membership Renewal/Dues Payments

- Twice each year, in April and October, your club must provide an updated list of its members and corresponding dues. Before April 1 and October 1, club officers will receive notice via e-mail that the club's current member list can be reviewed on the Toastmasters International Web site, members.toastmasters.org.
- As soon as you receive the e-mail notice, meet with the secretary, treasurer (or secretary/treasurer), and VPM. The treasurer collects the dues, and the vice president membership and secretary update the member list. Verify the names and addresses on the listing and make corrections as necessary.
- Double-check your work. An accurate membership report is important. Omitting anyone from your list jeopardizes that person's eligibility for educational awards and speech contests. That person will also no longer receive the *Toastmaster* magazine and will no longer be able to hold office or vote in your club.
- Begin collecting dues in early August and early February to ensure your club's renewals are completed by the deadlines. Dues are non-transferable and non-refundable.

Audit Committee

- About one month before your office term ends, appoint a committee of three members (excluding

the treasurer) to audit the club's finances. The committee must report their findings to the club and insert them in the club's permanent records. Instructions for the audit committee are in the Appendix. Please give these instructions to the audit committee.

Nominating Committee

- The nominating committee selects candidates for each of the club offices. Appoint a nominating committee of three active members at least two weeks before club elections. The immediate past club president is the committee chairman, unless the best interests of the club require otherwise. The committee may consider active members who have announced their desire to serve in office. They may also seek out qualified candidates. A person can only be placed on the nominating committee's report if he or she has consented to the nomination. The committee's report is presented to the membership at the meeting prior to the election. Additional nominations may be made from the floor. (See "Elections" for details.)
- If the nominating committee fails to provide its report to the club at the meeting prior to the election (at a minimum), then the nominating committee report is invalid and not binding and all candidates must run from the floor at the meeting at which the election takes place.

Club Officer Lists

- Enter club officer information, including changes, online or download the Club and Officer Information forms to submit by mail. New officers' names and information must be submitted to World Headquarters as soon as elections are over. The deadlines for submitting the information are: June 30 (for clubs electing annually and semiannually) and December 31 (for clubs electing semiannually).
- Go to the Toastmasters International Web site at members.toastmasters.org and enter the information online for faster service. Or your club can submit its officer list by fax or post. Please send the information by one method only to avoid duplication. All requirements for officer terms and officer eligibility are available in the Club Constitution online.

Club Leadership Mailing

- Each May, World Headquarters sends all club presidents of record a special mailing. The mailing includes club officer manuals and the DCP/Club Success Plan for the upcoming year, and other materials to help your club. Please give this material to the incoming president as soon as he or she is elected. Additional materials may be ordered from World Headquarters.

TIPS

- The Tips Newsletter (www.toastmasters.org/TipsNewsletter) is a great resource to help club officers and members achieve success. You'll find handy hints to help keep your club running smoothly and working effectively with World Headquarters. [▶](#)

Role of the Area Governor

Your area governor is an experienced, knowledgeable Toastmaster who has served as a club officer and can help you solve club problems. The area governor also serves as your club's principal liaison with the district governor and with Toastmasters International.

At least twice yearly, your area governor will visit your club to find out how the district can help your club be more successful. Take advantage of the experience and knowledge of your area governor during his or her next visit:

- Announce the visit several meetings in advance. Publish a notice about the visit in your club newsletter or on its Web site.
- Make every effort to ensure full attendance, especially by club officers.
- Discuss among club officers any questions or problems you would like to review with the visiting officer.
- Discuss your club's progress in the Distinguished Club Program. Share your Club Success Plan with him or her and determine how you can work together to ensure your club becomes a Distinguished Club.
- Schedule time for a brief meeting involving your executive committee and the area governor.
- Provide an opportunity for the area governor to address the club during the meeting.
- If a meal is served as part of the meeting, pay for your visiting officer.

- Assign one member to greet the officer and introduce him or her to all members.

Remember that your area governor and other district leaders are volunteers like you. Their time, like yours, is limited and valuable. Plan for these visits and make them beneficial and rewarding for the district and for your club.

Ask your area governor about:

- Promoting membership growth; suggestions for increasing membership; membership-building tools offered by Toastmasters International
- Starting a new Toastmasters club
- Educational program completions
- The DCP
- Club-officer training
- Area council meetings
- Community relations programs among clubs in the area
- Inter-club visitations among clubs in the area
- Area speech contests
- Installing club officers

The Search for Club Leaders

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

Elections

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.

At least two weeks before elections, appoint a nominating committee of three active club members with the immediate past club president serving as chairman. The committee selects candidates to fill officer positions for the coming term. 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 of these offices must be held by three different people.

During the club meeting immediately preceding the club meeting at which the election will take place, the nominating committee presents its report with only the names of active members who have consented to serve if elected. If the committee fails to present its report as required, then the report is invalid and all candidates must run from the floor.

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

1. Accept nominations for the office of president. A member of the nominating committee should nominate the committee's candidate(s) for the office.
2. Ask for seconding speeches. Any member may stand and second the nomination and give a short speech (usually two minutes) on the qualifications of the nominee. Seconding speeches should be given in alphabetical order by candidates' last names.
3. Ask the nominee if he/she will accept the position if elected. Allow the nominee two minutes to speak on his/her 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.

Note: 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.

Toastmasters International's Club Constitution and Bylaws (Item 210C) states that clubs that meet weekly may elect officers annually or semiannually. Clubs that

meet less frequently than weekly must elect officers annually. Annual office terms 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.

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 you will need to arrange the installation ceremony. The entire ceremony takes about 12 to 15 minutes, and should be done toward the end of the meeting. (Installations can be conducted during a regular club meeting or the club may conduct them during a special event.) You will need to have the following materials on hand:

- President's Pin (Items 5801, 5802)
- Past President's Pin (Items 5808, 5809)
- Officer Pins (Items 5813, 5814, 5815, 5805, 5806, 5807)
- Past Officer Pin (Item 5810)
- Gavel (Item 375)
- Club President Award (Item 1968)
- Manuals for all incoming officers (Items 1310A-G, 1310H for set)

See the Product Guide (www.toastmasters.org/productguide) or visit the online store, www.toastmasters.org/shop, for tokens of appreciation to present to your outgoing officers.

Whoever conducts the ceremony may use the following script or create their own:

First, ask the outgoing club officers to stand. Thank them for their work. Relieve them of their responsibilities by saying, "YOU ARE DISCHARGED FROM ALL FURTHER DUTIES AND RESPONSIBILITIES AS OFFICERS OF CLUB _____."

Next, call the new officers forward. Standing to the right of the lectern, their order should be: sergeant at

arms, treasurer, secretary, vice president public relations, vice president membership, vice president education, and president. Charge them with their new duties by saying:

Installing Officer:

"I am here to install the officers of club _____ 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."

Introduce the sergeant at arms and give a brief description of the goals and responsibilities of the office. Give the gavel to him or her as a symbol of this charge. Conclude by saying, "WILL YOU PERFORM THESE DUTIES TO THE BEST OF YOUR ABILITY?" Then ask him or her to pass the gavel to the next person. Repeat this procedure for the treasurer, secretary, vice president public relations, vice president membership, and vice president education. Install the president last with the following special presentation.

Installing Officer:

"Toastmaster _____, having been elected the president of club _____, you are its chief executive officer and will be 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 will be proud.

WILL YOU, AS PRESIDENT, ACCEPT THIS CHALLENGE AND PERFORM YOUR DUTIES TO THE BEST OF YOUR ABILITIES?"

Club President: "I will."

Installing Officer:

"It is now my pleasure to declare these Toastmasters installed into the offices to which they have been elected."

Installing Officer: (Addresses the club collectively) "Will everyone please stand? The growth and development of the Toastmasters program in club _____ 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?"

Club Members: "I will."

Installing Officer:

"Will the newly installed club president and immediate past president please join me at the lectern. _____, as immediate past president of club _____, will you offer the president's pin to _____ as a symbol of his/her dedication and service. And _____, as president of club _____, will you offer the past president's pin to _____ for his/her dedication and service?" (They pin each other.)

The installing officer and immediate past president leave the lectern. The new president takes charge of the meeting. The new president should next present the Past President's Plaque (Item 1968A) to the outgoing president. The new president should then give a three-minute speech, outlining the goals for his or her term.

Officer installations are a good way to get publicity for your club. Work with the vice president public relations to publicize the event in the local media.

Arrange for a Replacement or Assistance

Occasionally you may be unable to attend a club meeting. On such occasions, you should arrange for someone – perhaps another club officer or a former president – to carry out your duties.

Prepare Your Successor for Office

Once your successor is elected, help him or her to assume leadership. Consider how you felt when you first took office. What could your predecessor have done to make your job easier?

Make sure the newly elected president has a manual, review the standards for the office of president, and remind him or her to attend district-sponsored training.

Encourage the new officer to ask questions as you discuss any unfinished business and turn over any files you may have. Share advice and information as much as possible. You may even suggest the incoming officer observe you over several weeks.

Don't let the success you've helped to build for your club lose momentum.

Policies and Procedures

Following are policies that cover situations you may encounter during your term as president. Please consult the Policies and Procedures Manual at www.toastmasters.org/policiesandprocedures for a complete description of each of these important policies.

Copyright/Trademark Section VI A 18

Electronic Transmissions Section VI A 21

Club Surveys Section VI A 20

Club Assets Section VI D 7

Minimum Club Standards Section VI C 2

Inactive Member Section VI-3, Article II, Section 4

Pecuniary Gain or Profit by Members Section VI A 3

Political Activities Section IV-1, Article III, Paragraph 2

Resignation/Removal of Officers Section VI-3, Article VI, Section 7

Filling Officer Vacancies Section VI-3, Article VI, Section 8

Legal Status, Use of Funds and Dissolution Section VI-3, Article XI

Campaign Ethics Section VI F 2

Disciplinary Action/Termination of Membership Section VI F 5

Credit – Toastmasters International requires that payment accompany all transactions. MasterCard, VISA, Discover, and Amex credit cards as well as checks and money orders (payable to Toastmasters International in U.S. dollars) may be used in payment of supply orders, membership fees, membership dues, and charter fees. Any excess funds will be returned. No funds can be kept on account at World Headquarters.

Liability

Toastmasters International is covered by liability insurance for injury occurring within a Toastmasters meeting. Because of our low risk, our premium is minimal. If claims were to increase, our premiums would rise sharply and this could cause the organization to raise membership dues in order to cover the additional premium. This is why fundraising activities with a high risk of injury are not permitted.

Filing Requirements with the IRS

The Internal Revenue Service has certain requirements that must be met by clubs within the United States if revenue (from all sources of income, including fundraising) exceeds established amounts. These requirements are:

- A Federal Form 990T must be filed with the IRS if gross income (total monies received) exceeds \$1,000 on unrelated business income, such as advertising in club or district bulletins. This income could be subject to tax. Failure to file the required forms by a club can result in revocation of a club's charter. It's up to individual clubs to determine their state's filing requirements and to file proper form(s) when appropriate. Clubs outside the United States should consult a tax advisor to ascertain their governing regulations.
- Toastmasters International clubs located in the United States are not required to File Form 990 or 990-EZ with the IRS unless the club's annual gross receipts are normally more than \$25,000. The IRS

has requested that if a club receives a Form 990 with a pre-addressed label, the club should file a return even if it is not required to do so. Per the IRS instructions for the 990 and 990EZ, a club should:

- Verify the Taxpayer ID number listed on the label.
- Attach the label to the name and address space on the return.
- Check box “K” in the heading of the Form 990 or 990EZ to indicate that the organization’s gross receipts are normally not more than \$25,000.
- Have a club officer sign the return.
- Send it to the Ogden Service Center.

Note: The club does not have to complete Parts I through X of the Form 990, or Parts I through V of the Form 990EZ.

Activities on Behalf of Districts

If funds are raised in connection with district events or activities by the district, club, area, or division, the revenue belongs to the district. If the event or activity results in a loss, that is assumed by the district.

This means, for example, that if a host club is asked to conduct a raffle at the district conference, any revenue derived from that raffle is to be turned over to the district treasurer. If the raffle results in a loss, the district must assume the deficit.

If you have any questions on fundraising activities, please contact the Member Services Department at World Headquarters.

Voting In Members

The Toastmasters club is a private association, and club membership is by invitation and election to membership upon favorable vote of at least a majority of active members present and voting. As a chartered club of Toastmasters International, your club must vote in members in order to retain its charter. This is not optional; every club must vote in its members.

An established voting procedure gives your club the opportunity to deny membership to any individual who will not be supportive and whose goals are not compatible with those of the club. Of course, denial of membership cannot be based on discrimination.

Following is a procedure you may wish to follow, or your club can create its own procedure:

- An Application for Membership is completed and signed. The prospective member is introduced to the club (or new members may introduce themselves). The applicant may be excused from the room. Clubs often vote on membership applications at the end of the meeting so guests and visitors may be excused for this portion of the meeting.
- The vice president membership states to the club that the prospective member wishes to become a member of the club and asks for any discussion on the candidacy of the prospect.
- At the end of the discussion, the vice president membership calls for a vote by a show of hands. If the club wishes, the vote may also be by secret ballot. The prospective member is elected by a majority vote of the members present and voting at any meeting.
- The vice president membership then informs the applicant of the club’s decision. It’s customary to bring the applicant back into the room with a welcoming round of applause.
If it appears there may be a chance the person will not be voted into the club, the person can be excused and advised that they will be informed of the club’s decision. It would be appropriate to tell the person when and how the information will be relayed. It is not recommended that the person be told why he/she has not been voted into the club; it can simply be stated that they did not receive the required affirmative vote. Any discussions must remain confidential in order to help protect the club from legal challenges.
- International dues and fees are collected and promptly mailed to World Headquarters.
- The new member is informed of his/her obligations to the club.
- An induction ceremony and orientation interview are planned for the new member.
- A mentor is assigned.

Member Obligations

Once elected to membership, the new member is entitled to all rights and privileges of your club, and new members, as well as all members, share in its responsibilities. Be sure new members are aware of their obligations, which are to:

-
- support the club's purposes
 - constructively contribute to its program and activities
 - share their knowledge and experience with fellow members
 - attend meetings regularly
 - prepare fully for each assignment
 - apply themselves to the program outlined in the Toastmasters manuals

- participate in club activities
 - evaluate others in a positive, constructive manner
 - build open, friendly relationships with fellow members
 - bring other new members into the club so they can also gain the benefits of Toastmasters.
- Periodically review these obligations with existing members.

Appendix

TOASTMASTERS
INTERNATIONAL

President's Calendar/Checklist

The following calendar/checklist shows by month the activities and events you should be addressing. Use the blank lines to add items that are specific to your club.

June

Before taking office in July:

- Meet with the outgoing executive committee and obtain files from the outgoing president.
- Attend district-sponsored club officer training.
- Meet with the executive committee to complete a Club Success Plan.
- Work with the executive committee to develop the club budget.
- Confirm that the outgoing secretary submitted a new officer list online or via mail to World Headquarters by June 30 and that a copy was sent to the district governor.
- Sign a new bank signature card with the treasurer.
- Obtain the club leadership kit from the outgoing president and distribute officer manuals to other incoming officers.
- Read the manual, *When You Are the President* (this manual).
- _____
- _____

July

- Attend district-sponsored club officer training if you didn't attend in June.
- Conduct the executive committee meeting, asking each officer to report on activities/accomplishments/plans.
- Review last year's DCP results for your club.
- Review the club's goals for the current year's DCP.
- Review the Product Guide and order educational materials.
- Preside over club meetings.
- Attend and vote at the area council meeting.
- Confirm all club officers are attending training.
- _____
- _____

August

- Cast the club's votes at the Annual Business Meeting.
- Attend district-sponsored club officer training if you didn't attend in June or July.
- Work with the vice president membership, secretary, and treasurer to collect dues.
- Conduct the executive committee meeting, asking each officer to report on activities/accomplishments/plans.
- Review the club's goals and progress in the DCP.
- Preside over club meetings.
- Attend and vote at the area council meeting.
- _____
- _____

September

- Receive the dues renewal e-mail notice from World Headquarters.
- Work with the vice president membership, secretary, and treasurer to collect dues and submit them online, or by mail or fax. Dues must be received at World Headquarters by October 1.
- Conduct the executive committee meeting, asking each officer to report on activities/accomplishments/plans.
- Review your club's goals and progress in the DCP.
- Preside over club meetings.
- Attend and vote at the area council meeting.
- Encourage members to attend the upcoming district conference.
- Confirm that your district submitted officer training reports to World Headquarters.
- _____
- _____

October

- Ensure your club's dues renewal (membership list with payment) is at World Headquarters by October 1. Submit renewals online or by mail.
- Conduct the executive committee meeting, asking each officer to report on activities/accomplishments/plans.
- Review your club's goals and progress in the DCP.
- Preside over club meetings.
- Attend and vote at area and district council meetings.
- If your club elects semiannually, appoint a nominating committee (page 16).
- _____
- _____

November

- Conduct the executive committee meeting, asking each officer to report on activities/accomplishments/plans.
- Review your club's goals and progress in the Distinguished Club Program.
- Preside over club meetings.
- Attend and vote at the area council meeting.
- If your club elects semiannually, ask for the nominating committee's report.
- If your club elects semiannually, conduct elections (page 19).
- If your club elects semiannually, appoint an audit committee (page 16).
- If your club elects semiannually, prepare to give files to the incoming president.
- Attend and vote at the district council meeting.
- _____
- _____

December

- Attend district-sponsored club officer training.
- Conduct the executive committee meeting, asking each officer to report on activities/accomplishments/plans.
- Review your club's goals and progress in the DCP.
- Preside over club meetings.
- Attend and vote at the area council meeting.
- If your club elects semiannually, ask for the audit committee's report.
- If your club elects semiannually, give files and manuals to the incoming president.

- If your club elects semiannually, confirm that the secretary submitted a new officer list by mail or online by December 31 and also sent a copy to the district governor.

If the club elects semiannually, the incoming president must:

- Attend district-sponsored club officer training.
- Obtain *When You Are the President* (this manual) and read it. (You can download a PDF of this manual at toastmasters.org/whenpresident).
- Meet with the incoming executive committee to develop a club budget.
- Sign a new bank signature card with treasurer.
- _____
- _____

January

- Attend district-sponsored club officer training if you didn't attend in December.
- Conduct the executive committee meeting, asking each officer to report on activities/accomplishments/plans.
- Review your club's goals and progress in the DCP. The club should be halfway to its goals.
- Preside over club meetings.
- Attend and vote at the area council meeting.
- Confirm all officers are attending training.
- Review the Product Guide and order educational materials.
- _____
- _____

February

- Attend district-sponsored club officer training if you didn't attend in December or January.
- Conduct the executive committee meeting, asking each officer to report on activities/accomplishments/plans.
- Review your club's goals and progress in the DCP.
- Preside over club meetings.
- Receive the dues renewal e-mail notice from World Headquarters.
- Attend and vote at the area council meeting.
- _____
- _____

March

- Work with the vice president membership, secretary, and treasurer to complete the dues renewal process online. Dues must be at World Headquarters by April 1.
- Conduct the executive committee meeting, asking each officer to report on activities/accomplishments/plans.
- Review your club's goals and progress in the DCP.
- Preside over club meetings.
- Attend and vote at the area council meeting.
- Encourage members to attend the upcoming district conference.
- Confirm that your district submitted officer training reports to World Headquarters.
- _____
- _____

April

- Ensure your club's dues renewal (membership list with payment) is at World Headquarters by April 1. Submit renewals online or by mail.
- Conduct the executive committee meeting, asking each officer to report on activities/accomplishments/plans.
- Review your club's goals and progress in the DCP.
- Preside over club meetings.
- Attend and vote at area and district council meetings.
- Appoint a nominating committee.
- Receive proxies for the Annual Business Meeting.
- _____
- _____

May

- Ask for the nominating committee's report.
- Conduct elections.
- Appoint an audit committee.
- Conduct the executive committee meeting, asking each officer to report on activities/accomplishments/plans.
- Review your club's goals and progress in the DCP.
- Preside over club meeting.
- Attend and vote at area and district council meetings.
- Prepare to give files to the newly-elected president.
- _____
- _____

June

- Confirm that the secretary entered online or submitted a new officer list to World Headquarters by June 30 and that a copy was sent to the district governor.
- Ask for the audit committee's report.
- Work with the vice presidents education and membership to ensure all educational award and membership applications are received at World Headquarters before June 30.
- Conduct the executive committee meeting, asking each officer to report on activities/accomplishments/plans.
- Preside over club meetings.
- Attend and vote at area and district council meetings.
- Receive the Club Leadership Kit from World Headquarters, which includes manuals for incoming officers.
- Install new officers.
- Meet with the incoming executive committee and give files and newly received Club Leadership Kit to the newly-elected president. Help prepare the new president for office.
- _____
- _____

Web Resources

AC Application (PDF)	www.toastmasters.org/acapp
Accredited Speaker Rules and Application (PDF)	www.toastmasters.org/asapp
Adding New Members	www.toastmasters.org/addnewmembers
AL/DTM Application (PDF)	www.toastmasters.org/1228aldrm
Apply for Awards Online	www.toastmasters.org/clubbusiness
CC Application (PDF)	www.toastmasters.org/1225cc
CL Application (PDF)	www.toastmasters.org/clapp
Code of Ethics and Conduct	www.toastmasters.org/ethicsandconduct
Communication Track	www.toastmasters.org/commTrack
Community/Company Activities	www.toastmasters.org/communitycompanyactivities
Conduct Club Business	www.toastmasters.org/clubbusiness
DCP Rules and Requirements (PDF)	www.toastmasters.org/dcpmanual
Delegating Authority	www.toastmasters.org/delegateauthority
District Web sites	www.toastmasters.org/distwebsitelist
Educational Program	www.toastmasters.org/educprogram
Fundraising	www.toastmasters.org/fundraising
General Leadership	www.toastmasters.org/leadershipquestions
Harassment	www.toastmasters.org/harassment
Invocations	www.toastmasters.org/invocationpledge
Leadership Track	www.toastmasters.org/leadtrack
Member Lists & Mailing Labels	www.toastmasters.org/memberlists
Membership Eligibility	www.toastmasters.org/membershipeligibility
Non-Discrimination	www.toastmasters.org/nondiscrimination
Organization Chart (PDF)	www.toastmasters.org/orgchart
Outstanding Toastmaster (PDF)	www.toastmasters.org/outstandingtm
Pledge of Allegiance	www.toastmasters.org/invocationpledge
Policies and Procedures	www.toastmasters.org/policiesandprocedures
Reporting Club Officer Information	www.toastmasters.org/clubofficerlist
Speech Contest Rules (PDF)	www.toastmasters.org/rulebook
Speechcraft Description	www.toastmasters.org/speechcraft
Success/Communication and Success/Leadership	www.toastmasters.org/successprograms
TIPS Newsletter	www.toastmasters.org/tipsnewsletter
WHQ E-mails for Member Questions	www.toastmasters.org/departments

Tools for Success

Following are some materials you may want to order to ensure a successful term as president:

1205	<i>Product Guide</i>	375	Gavel Wood finish
1310B	<i>When You Are the Vice President Education</i>	1968	Club President Award
1310C	<i>When You Are the Vice President Membership</i>	B30	<i>Robert's Rules of Order Newly Revised</i> Basic parliamentary law handbook
1310D	<i>When You Are the Vice President Public Relations</i>	508A	Honorary Club Membership Certificate
1310E	<i>When You Are the Secretary</i>	1140	<i>Let The World Know!</i>
1310F	<i>When You Are the Treasurer</i>	262	<i>High Performance Leadership</i>
1310G	<i>When You Are the Sergeant at Arms</i>	1115C	Outstanding Member Pin
1310H	Club Officer Manual Set	1171	Speech Contest Rulebook
1111C	<i>Distinguished Club Program Goals Wall Chart</i>	1173	Speech Contest Manual
99	<i>Find Your Voice</i> flier	1111	Distinguished Club Program/Club Success Plan
101	<i>Confidence. The Voice of Leadership</i> flier		
103	<i>Clear Communication. Your Organization Needs It</i> flier		
115	<i>Toastmasters Can Help</i> Flier promotes how to gain confidence through membership		
113	<i>Toastmasters – Because Communication Isn't Optional</i> Flier promotes good communication skills acquired through Toastmasters		
116	<i>How Confident Are You?</i>		
124	<i>All About Toastmasters</i>		
352	Note Cards and Envelopes (Set of 25) Blue ink on white paper		
5801	Club President Pin – plain		
5802	Club President Pin with two zircons		
5805	Club Secretary Pin		
5806	Club Treasurer Pin		
5807	Club Sergeant at Arms Pin		
5808	Past Club President Pin – plain		
5809	Past Club President Pin with two zircons		
5810	Club Past Officer Pin with two zircons		
5813	Vice President Education Pin		
5814	Vice President Public Relations Pin		
5815	Vice President Membership Pin		
5801Z	Club Officer Pin Set		

The Leadership Excellence Series

310	<i>The Leadership Excellence Series</i> Set. A complete set of <i>The Leadership Excellence Series</i> modules, including visuals
311	<i>The Visionary Leader</i> Discusses how leaders create and communicate a vision for their organization to help it be successful
312	<i>Developing a Mission</i> Addresses how successful leaders create and communicate a mission for their organization
313	<i>Values and Leadership</i> Examines values and how to employ them as you lead a team toward achieving a goal
314	<i>Goal Setting and Planning</i> Reviews the processes leaders use to set goals and develop plans to achieve these goals
315	<i>Delegate to Empower</i> Discusses how to effectively delegate tasks and responsibilities
316	<i>Building a Team</i> Reviews how to create and lead a team

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- 317 *Giving Effective Feedback*
Provides suggestions for offering feedback to others on their performance
- 318 *The Leader as a Coach*
Discusses how to work with a team to help them improve
- 319 *Motivating People*
Examines how to be sensitive to your team members needs and create an environment that will motivate them
- 320 *Service and Leadership*
Discusses how leaders serve others by offering their knowledge and skills to help others achieve a goal
- 321 *Resolving Conflict*
Reviews how conflict occurs and what a leader can do to resolve it

The Better Speaker Series

- 269 *The Better Speaker Series Set*
A complete set of *The Better Speaker Series* modules, including visuals
- 270 *Beginning Your Speech*
Suggestions for starting off your speech right. With visuals
- 271 *Concluding Your Speech*
Tips for ending your speech with power. With visuals
- 272 *Take the Terror Out of a Talk*
Techniques for overcoming nervousness when speaking. With visuals
- 273 *Impromptu Speaking*
Don't be caught off balance when speaking off-the-cuff. With visuals
- 274 *Selecting Your Topic*
Running out of speech ideas? Here's how to develop new ones. With visuals
- 275 *Know Your Audience*
If you can relate to your audience, they will relate to you. With visuals
- 276 *Organizing Your Speech*
Once you know what to say, consider next the when and the how. With visuals

- 277 *Creating an Introduction*
Great introductions should precede great speeches. With visuals
- 278 *Preparation and Practice*
Techniques for preparing and rehearsing your next speech. With visuals
- 279 *Using Body Language*
How to use facial expressions, gestures, and body movement. With visuals

The Successful Club Series

- 289 *The Successful Club Series Set*
A complete set of *The Successful Club Series* modules, including visuals
- 290 *Moments of Truth*
How to recognize and deal with situations critical to club success. With visuals
- 291 *Finding New Members for your Club*
Proven methods to help you seek out those vital new members! With visuals
- 292 *Evaluate to Motivate*
Your club members will learn to give evaluations that benefit the speaker the evaluator and the audience. With visuals
- 293 *Closing the Sale*
Exercise your powers of persuasion during those moments when a guest is deciding to join. With visuals
- 294 *Creating the Best Club Climate*
Techniques for creating and maintaining a healthy club environment. With visuals
- 295 *Meeting Roles and Responsibilities*
How members can successfully fill each meeting role. With visuals
- 296 *Mentoring*
Explains the benefits to clubs and members of having a mentor program and the duties of mentors. With visuals and club Mentor Program Kit
- 297 *Keeping the Commitment*
Reviews the concepts in "A Toastmasters Promise." With visuals and handouts

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|-----|--|-------|--|
| 298 | <i>Going Beyond Our Club</i>
Opportunities for members outside of the club. With visuals | 300 | <i>The Toastmasters Education Program</i>
This module provides a terrific education program orientation. The information is valuable to new and experienced members. Script and visuals |
| 299 | <i>How to be a Distinguished Club</i>
A terrific tool to use to explain and promote the Distinguished Club Program to the members of your club. Script, visuals, and 1 copy of Distinguished Club Program booklet (Item 1111) | 1310I | <i>President Essentials</i>
Use these essential items to make your term as club president a success! |

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Standards for Other Officers

It is important that you understand the standards of your fellow club officers. Following are brief descriptions of each.

Immediate Past President. The immediate past president:

- Provides guidance and serves as a resource to club officers and members
- Chairs the nominating committee
- Assists in the preparation of the Club Success Plan
- Promotes the club's efforts to become a Distinguished Club.

Vice President Education. The vice president education (VPE) is responsible for planning successful club meetings so that each member has the opportunity to achieve his or her educational goals. The VPE is the second-highest ranking club officer, presiding at club and executive committee meetings in the absence of the president.

Standards at the club meeting are:

- Assign each new member to be a Table Topics participant at the first meeting after joining, to a meeting role at the third meeting or earlier, and to give the Ice Breaker manual project at the fourth meeting or sooner
- Ensure a club member conducts *The Successful Club Series* presentations "Evaluate to Motivate," "Moments of Truth," "Mentoring," and "Finding New Members for Your Club" at least once per year
- Monitor club performance quarterly in cooperation with the club president
- Initial members' Project Completion Records and ensure eligible members fill out their award applications
- Greet guests warmly and enthusiastically
- Preside over meetings when president is absent

Standards outside of the club meeting are:

- Attend district-sponsored club officer training
- Plan club meetings, completing schedules and assignments at least three weeks in advance and confirming each schedule five to seven days before the meeting

- Promote participation in the educational program. Track all members' progress toward education awards (CC, CL, ACB, ACS, ACG, ALB, ALS, DTM)
- Orient new members to the Toastmasters program within two meetings after they join
- Assign every new member a mentor
- Attend club executive committee meetings
- Attend district council meetings and vote the club's proxy
- Vote at the Annual Business Meeting
- Arrange for a replacement if unable to attend a club meeting
- Prepare successor for office.

Vice President Membership. The vice president membership (VPM) is the third-ranking club officer.

Standards at a club meeting are:

- Greet guests warmly and enthusiastically and have each complete a guest card
- Report on current membership, promote membership campaigns, and welcome new members
- Work with the president and VPE to ensure each new member is formally inducted at the first meeting after being voted in by the club
- Help guests wishing to join complete the Application for Membership
- Speak with fellow members to determine if their needs are being met.

Standards outside of the club meeting are:

- Attend district-sponsored club officer training
- Conduct an ongoing membership-building campaign
- Promote club and Toastmasters International membership-building programs and conduct a minimum of two formal club membership campaigns annually
- Follow up on and keep track of guests, new members joining, and members not attending meetings
- For all prospective members, explain the educational program, get their commitment to join, collect

membership applications, bring applications to the club for voting and, if the members are accepted, collect dues and fees and give them to the treasurer with the applications

- Assist the VPPR with maintaining the club's Web site and newsletter
- Ensure club's meeting time and location are listed correctly on the club's Web site, promotional material, and with World Headquarters
- Attend club executive committee meetings
- Attend and vote at area council meetings
- Arrange for a replacement if he or she is unable to attend a club meeting
- Prepare successor for office.

Vice President Public Relations. The vice president public relations (VPPR) is the fourth-ranking club officer.

Standards at the club meeting are:

- Announce upcoming events and programs
- Gather information for the newsletter or Web site from club members
- Greet guests and members warmly and enthusiastically.

Standards outside of the club meeting are:

- Attend district-sponsored club officer training
- Protect and publicize the Toastmasters brand
- Promote the club to local media
- Maintain a club Web site
- Join a Toastmasters-moderated social networking Web site
- Produce and distribute a club newsletter, preferably via e-mail
- Promote membership campaigns
- Attend club executive committee meetings
- Attend other Toastmasters events
- Arrange for a replacement if he or she is unable to attend a club meeting
- Prepare his/her successor for office.

Secretary. The secretary is the fifth-ranking club officer.

Standards at a club meeting are:

- Record and read meeting minutes
- Greet guests and members warmly and enthusiastically.

Standards outside of the club meeting are:

- Attend district-sponsored club officer training
- Maintain an accurate membership roster and give it to the VPE to submit with dues
- Submit the club officer list online or mail it to World Headquarters
- Handle general club correspondence
- Keep club files, including the club charter, Constitution and Bylaws, minutes, resolutions, and correspondence
- Attend club executive committee meetings
- Arrange for a replacement if he or she is unable to attend a club meeting
- Prepare successor for office.

Treasurer. The treasurer is the sixth-ranking club officer.

Standards at the club meeting are:

- Receive completed new member applications and dues
- Announce when dues are due and explain the dues structure
- Greet guests and members warmly and enthusiastically.

Standards outside of the club meeting are:

- Attend district-sponsored club officer training
- Prepare a budget to be approved by the executive committee and membership
- Provide the bank with a new signature card
- Prepare and send dues statements
- Collect and send dues to World Headquarters
- Work with the VPPR to contact members who have not paid dues
- Submit new member applications and dues to World Headquarters online within 48 hours
- Pay bills as due
- Keep records of all financial transactions
- Present quarterly verbal and written financial reports
- Submit club accounts for audit
- Attend club executive committee meetings
- Arrange for a replacement if he or she is unable to attend a meeting
- Prepare successor for office.

Sergeant at Arms. The sergeant at arms is the seventh-ranking club officer.

Standards at a club meeting are:

- Arrange the room 10 minutes before the meeting begins
- Ensure the lectern is in place, evaluation forms and ballots are distributed, and the club banner, awards, Product Guide, progress charts, and educational materials are displayed
- Arrange place cards and make name badges available
- Greet guests and members warmly and enthusiastically and arrange for guests to sit with members
- Greet the area governor and other visiting officers and escort them to the club president

- Arrange for food service at meal meetings
- Ensure the meeting starts on time
- Collect ballots and tally votes for awards.

Standards outside of the club are:

- Attend district-sponsored club officer training
- Schedule meeting locations
- Maintain club equipment and keep an adequate number of supplies
- Attend club executive committee meetings
- Arrange for a replacement and for assistance if necessary
- Prepare successor for office.

Instructions for the Audit Committee

The following steps will help you conduct a thorough audit of the club's treasury.

1. Review the Club Constitution and Standard Club Bylaws, club policies, and budget to obtain a general understanding of the club's operations and how club funds are to be used.
2. Confirm that the authorized signers on the club's bank account are current club officers. For U.S. clubs, confirm that the club has an Employer's Identification Number (EIN) on file with World Headquarters. The EIN number will also be required to open a bank account.
3. Review bank statements, paid invoices, cancelled checks and the club checkbook reconciliations.
 - Confirm that all checks are accounted for and note which ones, 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.
4. Review 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 had.
 - 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 dues renewal invoice sent to Toastmasters International reflected the correct dues payment for all of these 23 members.
5. Review club expenses.
 - 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.
 - 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.
6. Follow up with the club treasurer if you have questions about any documentation. Bring any unresolved questions or concerns about improper activity to the club president.
7. If your club has assets (lectern, banner, stationery, mailing supplies, timing light, trophies, educational materials, etc.), review the asset list and ensure that all the items exist. If you cannot account for any item, discuss it with the club president.
8. Prepare a final written audit report and present it to the club.

Leadership Evaluation Guide

All Toastmasters know that feedback is essential to learning. This is true for leadership roles as well as for presenting speeches. Before you leave office, make copies of this evaluation guide, distribute it to club members and ask them to evaluate your performance as president. You can use the information to improve your performance in your next leadership role and to help you prepare your successor for office.

Note to the Evaluator: Each club officer must meet performance standards. These standards guide officers in understanding their roles while helping members identify the performance they should expect from club officers. Please answer the questions below pertaining to the president's standards and offer comments or specific recommendations where warranted.

- How well did the president explain the club's progress and achievements in the DCP? How effective were his/her strategies in ensuring the club was Distinguished?

- Were guests warmly and enthusiastically welcomed and introduced at every meeting?

- What new information or practices did the president learn at club officer training and other district events that he or she shared with the club?

- Which of the president's strategies for promoting CC, AC, CL, and AL awards did you find most effective? Why?

- Did the club have an ongoing membership-building program during the president's term? Was it effective? Why or why not?

- Describe what you saw to be the most effective coaching technique the president used to help other club officers meet their standards.

-
- How did the president encourage members to achieve their individual educational goals?

 - Was the president available before and after meetings to speak with guests and answer questions?

 - What administrative challenges did you observe the president face during his/her term and how effective was his/her response to these challenges?

 - Did meetings start and end on time? If not, provide suggestions for improvement.

 - Describe your impressions of the methods the president used to ensure the club consistently achieved all of the "Moments of Truth".

 - Did he or she help you recognize project areas that need improvement and offer practical suggestions to help you?

 - Illustrate the means by which the president ensured the club achieved its mission of providing a mutually supportive and positive learning environment. Any recommendations for improvement?

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