



**TOASTMASTERS**  
INTERNATIONAL®

**When You Are the**

# Vice President Membership

**A Guide to  
Effective Club  
Leadership**

**TOASTMASTERS**  
INTERNATIONAL®

**When You Are the**  
Vice President  
Membership

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A Guide to Effective Club Leadership

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**TOASTMASTERS**  
INTERNATIONAL®

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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.



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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 Vice President Membership

As vice president membership (VPM), you – along with your membership committee – are responsible for building membership and assuring a strong membership base by satisfying the needs of all members. Your job is vital to the growth and success of the club.

Your main duties include the following:

- Conducting ongoing membership-building programs
- Keeping track of guests, new members, and members not attending meetings
- Getting prospective members to commit to join
- Collecting membership dues and applications and giving them to the treasurer
- Reporting on the club's current membership
- Assisting the vice president public relations (VPPR) with maintaining the club's Web site and newsletter
- Ensuring the club's meeting location and time are listed correctly on the club's Web site, promotional material, and with World Headquarters
- Promoting membership campaigns
- Welcoming new members

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

- An outline of the standards for vice president membership
- 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 vice president membership must:

## *At the Club Meeting*

- Greet guests and have each complete the Guest Information Card (Item 231)
- Report on current membership, promote membership campaigns, and welcome new members
- Work with the president and vice president education 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

## *Outside of the Club Meeting*

- Attend district-sponsored club officer training
- Attend club executive committee meetings
- Conduct ongoing membership-building programs and efforts. 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. Promote club and Toastmasters International membership-building programs and conduct a minimum of two formal club membership programs annually
- Follow up on and keep track of guests, new members joining, and members not attending meetings
- Explain the educational program to all prospective members, get their commitment to join and collect membership applications. Bring the 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 the club's meeting location and time are listed correctly on the club's Web site, promotional material, and with World Headquarters
- Attend and vote at area council meetings
- Arrange for a replacement when unable to attend a meeting and for assistance if necessary
- Prepare your successor for office

## **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](http://www.toastmasters.org/distwebsitelist).

Another excellent resource for learning how to fulfill your duties is to ask the outgoing VPM to share as much advice and information as possible. You may even ask the outgoing officer if you could observe him or her over several weeks.

## **Build Club Membership**

As vice president membership, you have the opportunity to impact the growth and development of your club. To be most effective, follow these simple steps:



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1. **Set a goal of one new member each month.** Add at least one new member per month to help assure the constant influx of new members necessary to keep the club strong and healthy. If the club has fewer than 20 members, set another goal to have 20 members at year-end or sooner.
  2. **Conduct at least two membership-building programs during your term.** What motivated you to attend your first Toastmasters meeting? You were likely encouraged to visit a club meeting by a friend, relative, or business associate who spoke enthusiastically about Toastmasters. Members make the best emissaries in Toastmasters and they should be rewarded for their efforts.

Toastmasters International recognizes members who actively promote the organization through various membership programs. At least one membership-building contest is being run by Toastmasters International at any given time. This includes:

- **Annual Membership Program** – This program recognizes individuals who sponsor five, 10, 15, or more new members during the year. In some districts, the district governor recognizes individuals who sponsor three or more members with a governor's award ribbon. Contact your district governor for details. To qualify, the member's name must be listed as the new member's sponsor on the Application for Membership (Item 400) when it's submitted to World Headquarters.
- **Talk up Toastmasters** – This membership promotion recognizes clubs that add five members during the months of February and March. The club will receive an award suitable for display on the club banner. Qualifying clubs also earn a special discount code for 10% off the next club order. Discount expires six months from issue date.
- **Smedley Award** – This program commemorates the founding of Toastmasters International on October 22, 1924. It recognizes clubs for adding five or more members during the months of August and September. The club will receive an award suitable for display on the club banner. Qualifying clubs also earn a special discount code for 10% off the next club order. Discount expires six months from issue date.

- **Beat the Clock!** – Your club can quickly build Distinguished Club Program credit by adding new members. In addition, when your club adds five new, dual, or reinstated members to its roster between May 1 and June 30, it will earn a special discount code for 10% off the next club order. Discount code expires six months from issue date.

Combine *Beat the Clock!* with your club's own contest and motivate your members to succeed.

Completed applications and dues must be received at World Headquarters during the months of May and June. The deadline is midnight on June 30.

Your district governor will be notified if your club receives any of the above awards. He/she may wish to recognize your club at a district conference.

For complete information about all Toastmasters International-sponsored membership-building contests, go to [www.toastmasters.org/membershipcontests](http://www.toastmasters.org/membershipcontests).

### **Conduct Ongoing Membership-Building Programs**

All new Toastmasters clubs charter with a minimum of 20 members; this is the ideal number of members necessary to effectively support a Toastmasters program. However, many members may find it difficult to make a strong commitment to a Toastmasters club. That means even 40-plus member clubs should continually strive to bring in new members.

One of your first duties as vice president membership is to develop and implement a club-sponsored membership contest to run the duration of your term. *A Simple Membership-Building Contest* (Item 1621) is a sample contest framework that will help you organize and track a club-based membership-building program. Download it from the TI Web site at [www.toastmasters.org/simplecontest](http://www.toastmasters.org/simplecontest).

Here are ideas for contests your club can support:

- **Running the Marathon** – Use small photos or other figures to represent each member of your club and put a member's name on each figure. On a large poster board, set up the figures as if they were on a starting line. Determine a distance for the race, such as 5K, with each kilometer representing one new member. Mark the five kilometers on the board, with a finish line at the end. As each member brings a new member into the club, that member moves one

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kilometer closer to the finish line. The first member to sponsor five new members wins the race.

- **Bar Chart** – If you're familiar with Microsoft Excel, create a spreadsheet that tracks the number of new members each club member sponsors. Using the data in the spreadsheet, create a bar chart of the standings, and post an image of the chart to your club's Web site on a weekly basis. To determine a winner, either use the five-member rule (as above), or have the contest end on a specific date and determine winners at that time.

Determine prizes in advance with the executive committee. Prizes can include anything from a free dinner to a gift certificate for items in the Product Guide. The committee can also decide whether to give just one award or award prizes to the top three membership-builders.

Keep the membership program creative and simple so it is easy for members to participate. Check the bimonthly TIPS newsletter and your district Web site and/or newsletter for membership-building contest ideas. The *Membership Growth* manual (Item 1159), available for download at [www.toastmasters.org/1159\\_flier](http://www.toastmasters.org/1159_flier), also contains detailed membership-building ideas.

### ***Work Closely with the VPPR***

Work with the VPPR to build membership in your club by:

- Distributing promotional brochures throughout your company or community
- Affixing posters to bulletin boards, store windows, etc.
- Leaving sample *Toastmaster* magazines with your club's meeting information in local professional offices
- Submitting meeting notices to local newspapers
- Joining a Toastmasters-moderated social network
- Writing articles and news releases for newspapers, magazines, or company newsletters
- Offering a *Speechcraft* or a presentation from *The Success/Leadership Series* or *The Success/Communication Series*. *Speechcraft* is an excellent way to attract people to your club. Speak with the club president and vice president education about organizing a *Speechcraft* presentation.
- Holding special guest meetings or theme meetings

### ***Virtual Brand Portal***

Customize marketing materials for your club using the Virtual Brand Portal at [www.toastmasters.org/vbp](http://www.toastmasters.org/vbp).

Report on the club's current membership regularly and promote the membership programs. Give an update on which members are leading the membership contest, how many new members have joined, and how much time is remaining in the contest. Inspire all members to participate in the contest by encouraging friendly competition.

### ***Welcome Guests***

Every club member needs to make an effort to greet guests as they arrive at your meeting, but as the VPM, you have a special interest in converting guests into full-fledged club members. Use this checklist to help you:

- Introduce yourself
- Invite the guest to sit next to you or someone on the membership committee
- Provide Toastmasters' promotional literature
- Spend a few minutes before or after the meeting getting to know your guests; maybe ask them about their job or background
- Ask why they chose to visit your club and what they expect to learn or achieve in Toastmasters
- Explain how your club operates
- Point out how membership in the club will help them become better communicators and better leaders

Before the meeting adjourns and with the guests' permission, invite guests to comment on the meeting.

- Did they enjoy the meeting?
- What aspect of the meeting was especially appealing to them?
- Do they feel that they can benefit from Toastmasters?

If you receive a positive response to these questions, ask each guest to apply for membership in the club. If they are undecided about joining, invite them to attend the next meeting. Send all guests a follow-up note, thank them for attending, and reinforce the club's desire to have them return for the following meeting. Guest Information Cards (Item 231) and Note Cards (Item 352) are ideal for following up on guest visits.

Even if a guest indicates that he/she will apply for membership at a later date, follow up. Remember, no

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one becomes a member until he or she has completed the application, paid dues and new member fees to Toastmasters International, and been voted into the club by a majority vote of the members at the meeting. After you receive that commitment, you have successfully recruited that new member.

### ***Vote New Members into Your Club***

The Toastmasters club is a private association, and club membership is by invitation only. Prospective members must be elected to membership by a majority of active members present and voting. A procedure for voting in members is in the president's manual (Item 1310A, available for free download on the Toastmasters Web site at [www.toastmasters.org/whenpresident](http://www.toastmasters.org/whenpresident)). Follow this procedure before accepting money from a new member. This is **not optional**. Every club must vote in its members.

Clubs usually accept everyone who wants to join. But there are instances where a potential member's goals are not compatible with the club's goals. An established voting procedure gives your club the opportunity to deny membership to such a person. Of course, denial of membership cannot be based on discrimination.

### ***Complete and Submit Membership Applications***

A person who pays dues, completes an application, and is voted in by the club is not considered a member of Toastmasters International until after the application and dues are received and accepted at World Headquarters. Avoid delays and mistakes when submitting membership applications to World Headquarters. Always help the new member complete the Application for Membership (Item 400).

Following is a detailed explanation of how to complete the application:

- Have the new member fill out his/her name, mailing address, e-mail address, and telephone numbers. Ensure the person is at least 18 years of age.
  - Fill out the club and district numbers, and provide these numbers to the member. Toastmasters International records recognize numbers only. Applications will be delayed if the club and district numbers are missing or incorrect. The area numbers or division letters are not necessary.
  - Complete the "date joined" – month and year only. The month listed must correspond with the pro-rated dues listed on the remittance section of the application.
  - Check the appropriate box representing the member's status. The member can be one of the following:
    - **New:** First time joining a Toastmasters club.
    - **Reinstated** (break in membership): A former member of any Toastmasters club who has a lapse in membership.
    - **Renewing** (no break in membership): A current member paying dues late.
    - **Transfer:** Currently a paid member of another Toastmasters club. Former club and district numbers must be listed in order for the member to retain continuous membership.
    - **Dual:** Recognized by Toastmasters International as a full member of more than one club. Must pay International dues.
  - If the new member is being sponsored by another member, list the sponsor's name (as it appears on the *Toastmaster* magazine label), member number, and home club and district numbers.

Sponsoring a new member requires a personal touch. The sponsor is the person responsible for the new member joining the club. This responsibility can take various forms:

    - The sponsor recruits the prospect and invites that person to attend the club meeting.
    - The sponsor meets the prospect at the meeting, sits with the prospect during the meeting, and encourages that person to join the club.
    - The sponsor tells the prospect all about Toastmasters, and helps that person find an appropriate club to join.
- If new members join on their own without any encouragement or coaching from another member, or if there was not one particular member responsible for bringing in the new member, leave the sponsor section blank.
- All new members joining a Toastmasters club, regardless of whether they need the *New Member Kit*, are required to pay the \$20 New Member Fee. The same is true for reinstated members who require the edu-

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cational materials. Transfer members, dual members, and late-paying continuing members are not required to pay this fee.

New members must indicate which version of the *New Member Kit* (English, German, French, Japanese, Spanish, Chinese Traditional, Chinese Simplified, or CDs for visually impaired) is preferred.

- Dues are prorated to \$4.50 (\$3.50 for clubs not assigned to districts) per month, based on the April and October dues periods. This means a member who joins the club in April will pay \$27 dues (\$21 for clubs not assigned to districts), but a member who joins in September must only pay \$4.50 dues (\$3.50 for clubs not assigned to districts) with the \$27 semiannual dues (\$21 for clubs not assigned to districts) required the following month.

For members who join a club in September or March, the club should collect \$31.50 dues (\$24.50 for clubs not assigned to districts) to cover that month and the following six-month period. Club membership lists are compiled in early September and early March, so the names of members whose Applications for Membership are submitted to World Headquarters after that time will not appear on the dues renewal list. Unless the club submits the \$27 dues (\$21 for clubs not assigned to districts) – either with the application or with the club’s renewal list – the new member will be recognized as an active club member only for the month the member joined.

Only transfer members whose dues are paid in another Toastmasters club are exempt from submitting dues with the Application for Membership (Item 400).

Again, be sure that the month checked off under “Dues” corresponds with the month listed next to “Date Joined.” Members who list their join date as March, for instance, but pay only the dues beginning April, will be recognized as April members.

Dual, reinstated, and transferred member applications with payment must be faxed or mailed to World Headquarters. Add new members online at [members.toastmasters.org/clubbusiness](http://members.toastmasters.org/clubbusiness) or submit applications immediately after the new member

joins to ensure that the new members will be sent their *New Member Kit* right away, and will begin receiving monthly issues of the *Toastmaster* magazine. No one can become a member of a Toastmasters club until the application is received and processed at World Headquarters. Delays in adding new members online or submitting membership applications may cause a member to be ineligible for speech contests and may delay educational awards.

- If paying by credit card, you can add new members online at [members.toastmasters.org](http://members.toastmasters.org). Members also can send applications via fax or mail with payment. Do not send applications by e-mail. Please submit information by one method only to avoid duplication. **Transfer, dual, and reinstated members cannot be added online, only new members.**
- Add the total remittance required (New Member Fee plus dues) and send that amount to Toastmasters International. Membership applications will not be processed unless accompanied by the correct payment in U.S. currency.
- Both the applicant and a club officer must sign the application.
- If you wish, you may complete the box designated “For Club Use Only.” This allows the club to add any club new member fee and any club dues to the application for the club and member’s benefit. This is the total amount that is due the club, not due Toastmasters International.
- Make at least two copies of the application (one for the new member, one for the club file), and submit the original application to Toastmasters International along with the appropriate payment if adding new members by mail. If adding new members online, just keep a copy in the club’s file. For faster service, we recommend clubs add new members online. The *New Member Kit* will be sent directly to the new member within 48 hours of receipt of the application at World Headquarters. Actual arrival of the kit depends on the member’s location.

***Ask the vice president education (VPE) to assign each new member a mentor.***

Mentors provide the extra help that new members need as they begin the Toastmasters program. The VPE should immediately assign a mentor to each new member.

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***Conduct a thorough orientation session, including a formal induction, in cooperation with the VPE.***

The *New Member Orientation Kit for Clubs* (Item 1162) contains materials and instructions that will assist in orienting and inducting five new members. It includes:

- Instructions for use
- Induction Ceremony for New Members – Script
- Orienting New Members
- The Role of Mentor (5)
- New Member Profile Sheet (5)
- How I Would Like to be Introduced (5)
- Membership Card (5)
- Ice Breaker Assignment (5)
- Application for Membership (5)
- Membership Certificates (5)

The materials in this kit, and in the *New Member Kit*, provide everything a new member needs to become fully integrated into the club's educational and social structure. The induction ceremony is the specific responsibility of the VPM, but may be performed by the club president, the VPE, or by any senior Toastmaster who can handle it with style.

The following is an example of a ceremony inducting two or more new members simultaneously:

**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 \_\_\_\_\_ 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 \_\_\_\_\_ Toastmasters club." (If your club presents a Toastmasters pin to members, do it at this time.)

Show your members that the club cares by providing all new members with the following symbols of excellence:

- *Toastmasters and You* kit (Item 1167), welcoming the new member to the club and providing a copy of "The Ice Breaker" exercise
- Membership Certificate (Item 513), suitable for framing
- Membership Lapel Pin (Item 5751, 5753), which allows the new member to prominently and proudly promote Toastmasters
- Club Constitution and Bylaws (Item 210C), allowing the new member to become aware of the policies and procedures governing the club
- Promotional Welcome Ribbon (Item 393)

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**Maintain Member Satisfaction**

As an officer of the club, it's your responsibility to make sure that all members are satisfied with what they're getting out of the club. Distribute Club Climate Questionnaires (Item 251C), Member Interest Surveys (Item 403), and New Member Profile Sheets (Item 405) often so members can share their thoughts and feelings about the club. Remember, the answer to keeping members happy can be as simple as asking for their input about an issue or recognizing them for always being prepared at meetings.

You can also take these steps to increase member satisfaction:

- Identify ways to improve club meetings. Work with the VPE and the other officers to keep meetings diverse, entertaining, and educational. Your purpose is to do whatever is necessary to provide the best environment at club meetings, fulfilling the club's obligation to help members "learn in moments of enjoyment."
- Contact members who miss meetings. It's easy for people to let Toastmasters slip to the bottom of their priority lists. You may often hear:
  - "My job has kept me really busy lately."
  - "I need to spend more time with my family."
  - "I just didn't have a spare moment last week."

Although these are valid reasons for missing club meetings, there may also be underlying issues. Perhaps the member received a particularly critical evaluation or

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has been bored with the same program week after week. Show your willingness to support and provide service to members. Look for clues to any underlying issues by asking questions – about the member’s personal, professional, and Toastmasters goals. Help the member visualize the value of participation. Ask the member to suggest specific improvements that will increase the benefit to the individual and help her meet her personal goals.

## Manage the Club’s Dues Renewals

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Prior to the due dates of April 1 and October 1, club officers will receive an e-mail notice that the club’s current member list can be reviewed at [members.toastmasters.org](http://members.toastmasters.org).

Follow these steps to submit dues renewals:

- Meet with the president, secretary, and treasurer.
  - The treasurer collects the dues.
  - The secretary updates the membership list.
  - You help the secretary verify the information on the list and make any corrections.
- Keep a copy of the list for the club’s records. (Clubs receive on-time credit in the Distinguished Club Program when the dues and membership list are received by October 10 and April 10.)
- Do not add the names and addresses of any new members who joined after the start of the dues period (October 1 or April 1).
- Clubs have the option to pay renewals online using a credit card at [www.toastmasters.org](http://www.toastmasters.org). Online submissions receive immediate confirmation. Renewals may also be mailed or faxed.
- Add new members online or send a membership application for each new member in a separate envelope to World Headquarters. Applications and renewals submitted together will be delayed.
- Dual members (those belonging to more than one club) must pay full International dues in each club to which they belong.
- Double-check your work. Omitting someone from your list jeopardizes that person’s eligibility for speech contests and educational awards.
- Don’t send dues for people who have not paid the club.

- Dues are nonrefundable and non-transferable.
- Please submit by one method only to avoid duplication.
- Continuing members who pay dues late can be paid online.
- If paying late dues for continuing members by mail or fax, include:
  - Names and addresses of late-paying members
  - A statement that these are continuing members who paid their dues after the renewals were submitted.
- All clubs must maintain a minimum level of six members, at least three of whom were members of the club during the last renewal period.

### *The Membership Committee*

As VPM, you will find it helpful to enlist members to serve on the membership committee to help you develop and implement membership programs. This can be as simple as recruiting one or two of your fellow club members who are enthusiastic about helping build membership in your club. Committee members can organize membership contests, help with paperwork, and work on other special projects related to membership.

## Attend Executive Committee Meetings

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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.

The executive committee’s decisions must be submitted to the club for confirmation at a club business meeting. The club may vote to affirm or reject the action of the executive committee and the result of the vote is binding.

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## **Attend and Vote at Area Council Meetings**

As VPM, you are a member of the area council, which determines programming and membership needs for the clubs in your area. This also serves as your club's link to the district. Represent your club by attending council meetings and voting on the issues that affect your club.

## **Arrange for a Replacement or Assistance**

Occasionally you may be unable to attend a club meeting. Be sure to arrange for someone – perhaps another club officer or a former VPM – to carry out your duties.

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## **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 VPM has a copy of this manual, review the standards for the office of VPM, 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.

# Your Leadership Opportunity

One of your responsibilities as VPM is to influence and inspire members and motivate them to achieve goals. Use the following tips to help you fulfill your duties.

## Successful Leaders:

**Set realistic and attainable goals.** As a member of your club's executive committee, you work with the committee to establish goals for the term.

**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.

**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 then identify things 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 Distinguished Club Program (DCP) progress reports online, the Club Success Plan, and membership contests to track the club's progress. 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, a long-time club member absolutely refuses to participate in club membership contests, complaining that, "we don't need any more members in our club." Other members are upset with this member, because he is discouraging those who are participating. You should:

- Speak with the member privately.
  - Start the conversation by explaining the reasons why clubs need to bring in new members. Then acknowledge that there is an issue and obtain an agreement that it is important to introduce new



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members to the Toastmasters program, and how sponsoring members deserve recognition for their work and both you and the member want a resolution.

- Listen to the member and then ask questions to make sure you understand the member's perspective. Make sure the member understands how his attitude and actions can positively or negatively affect the other members. Get a commitment from him to support the membership programs, even if he doesn't wish to participate.
- Monitor the member's attitude over the next few months to determine if he has become more positive about the membership programs.

**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](http://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](http://www.toastmasters.org/districtofficer) for more information.

# Appendix

**TOASTMASTERS**  
INTERNATIONAL

# Vice President Membership's Calendar/Checklist

The following calendar/checklist shows by month the activities and events you should be addressing. You may use the blank lines to add items.

## June

*Before taking office in July:*

- Meet with the outgoing executive committee and obtain files from the outgoing VPM.
- Attend district-sponsored club officer training.
- Complete the Club Success Plan with the executive committee.
- Develop a club budget with the executive committee.
- Ask 1–3 members to be on the membership committee.
- Review the Product Guide or visit the online store and order materials.
- Obtain *When You Are the Vice President Membership* from the president and read it. (View a PDF of the manual at [www.toastmasters.org/whenvpm](http://www.toastmasters.org/whenvpm))
- \_\_\_\_\_
- \_\_\_\_\_

## July

- Attend district-sponsored club officer training if you didn't attend in June.
- Meet with the membership committee to plan membership-building activities.
- Attend the executive committee meeting and report on membership activities/accomplishments/plans.
- Report on the results of *Beat the Clock!* and Toastmasters International's annual membership programs at the club meeting and in the club newsletter.
- Promote TI's membership programs, including the Smedley Award, during meetings and in the club newsletter.
- Contact members who missed club meetings.
- Have members complete a Member Interest Survey.
- Have all new members complete an Application for Membership.

- Arrange to have new members voted into the club and inducted.
- Ask the VPE to orient new members.
- Provide guests with information about the club.
- Follow up with guests and invite them to attend again or to join.
- Attend and vote at area council meetings.
- \_\_\_\_\_
- \_\_\_\_\_

## August

- Attend district-sponsored club officer training if you didn't attend in June or July.
- Meet with the membership committee to plan membership-building activities.
- Attend the executive committee meeting and report on membership activities/accomplishments/plans.
- Promote the Smedley Award membership campaign during club meetings and in the club newsletter.
- Work with the president, secretary, and treasurer to collect renewal payments.
- Review results of Member Interest Surveys and discuss them with the executive committee.
- Contact members who missed club meetings.
- Have all new members complete an Application for Membership.
- Arrange to have new members voted into the club and inducted.
- Ask the VPE to orient new members.
- Provide guests with information about the club.
- Follow up with guests and invite them to attend again or to join.
- Attend and vote at area council meetings.
- \_\_\_\_\_
- \_\_\_\_\_

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### **September**

- Meet with the membership committee to plan membership-building activities.
- Attend the executive committee meeting and report on membership activities/accomplishments/plans.
- Promote the Smedley Award membership campaign during club meetings and in the club newsletter.
- Work with the president, secretary, and treasurer to collect dues and complete the dues renewal process. Dues must be received at World Headquarters by October 1.
- Contact members who missed club meetings.
- Have all new members complete an Application for Membership.
- Arrange to have new members voted into the club and inducted.
- Ask the VPE to orient new members.
- Provide guests with information about the club.
- Follow up with guests and invite them to attend again or to join.
- Attend and vote at area council meetings.
- \_\_\_\_\_
- \_\_\_\_\_

### **October**

- Meet with the membership committee to plan membership-building activities.
- Ensure dues renewals are received at World Headquarters by October 1.
- Attend the executive committee meeting and report on membership activities/accomplishments/plans.
- Promote the Annual Membership Program and Annual Club Membership Program during club meetings and in the club newsletter.
- Report on the results of the Smedley Award membership campaign at the club meeting and in the club newsletter.
- Meet with the VPPR to discuss Web site updates and new articles for the newsletter.
- Contact members who missed club meetings.
- Ensure the club's meeting and contact information is listed correctly with World Headquarters.
- Have all new members complete an Application for Membership.
- Arrange to have new members voted into the club and inducted.

- Ask the VPE to orient new members.
- Provide guests with information about the club.
- Follow up with guests and invite them to attend again or to join.
- Attend and vote at area council meetings.
- \_\_\_\_\_
- \_\_\_\_\_

### **November**

- Meet with the membership committee to plan membership-building activities.
- Attend the executive committee meeting and report on membership activities/accomplishments/plans.
- Promote the Annual Membership Program and Annual Club Membership Program during club meetings and in the club newsletter.
- Contact members who missed club meetings.
- Have all new members complete an Application for Membership.
- Arrange to have new members voted into the club and inducted.
- Ask the VPE to orient new members.
- Provide guests with information about the club.
- Follow-up with guests and invite them to attend again or to join.
- If your club elects semiannually, prepare to give files to the incoming vice president membership.
- Attend and vote at area council meetings.
- \_\_\_\_\_
- \_\_\_\_\_

### **December**

- Meet with the membership committee to plan membership-building activities.
- Attend district-sponsored club officer training.
- Promote the Annual Membership Program and Annual Club Membership Program during club meetings and in the club newsletter.
- Contact members who missed club meetings.
- Attend the executive committee meeting and report on membership activities/accomplishments/plans.
- Have all new members complete an Application for Membership.
- Arrange to have new members voted into the club and inducted.
- Ask the VPE to orient new members.

- If your club elects semiannually, give files to the incoming vice president membership.
- Attend and vote at area council meetings.
- Provide guests with information about the club.
- Follow up with guests and invite them to attend again or to join.

*If the club elects semiannually, the incoming vice president membership must:*

- Meet with the outgoing executive committee and obtain files from the outgoing vice president membership.
- Attend district-sponsored club officer training.
- Complete the Club Success Plan with the executive committee.
- Develop a club budget with the executive committee.
- Ask 1-3 members to be on the membership committee.
- Review the Product Guide or visit the online store and order materials.
- Obtain *When You Are the Vice President Membership* from the outgoing VPM and read it. (Download a PDF of the manual at [www.toastmasters.org/whenvpm](http://www.toastmasters.org/whenvpm).)
- \_\_\_\_\_
- \_\_\_\_\_

### **January**

- Attend district-sponsored club officer training if you didn't attend in December.
- Meet with the membership committee to plan membership-building activities.
- Attend the executive committee meeting and report on membership activities/accomplishments/plans.
- Promote the Annual Membership Program and Annual Club Membership Program during club meetings and in the club newsletter.
- Contact members who missed club meetings.
- Have all new members complete an Application for Membership.
- Arrange to have new members voted into the club and inducted.
- Ask the VPE to orient new members.
- Provide guests with information about the club.
- Follow up with guests and invite them to attend again or to join.

- Attend and vote at area council meetings.
- \_\_\_\_\_
- \_\_\_\_\_

### **February**

- Attend district-sponsored club officer training if you didn't attend in December or January.
- Meet with the membership committee to plan membership-building activities.
- Attend the executive committee meeting and report on membership activities/accomplishments/plans.
- Promote the *Talk Up Toastmasters* membership campaign during club meetings and in the club newsletter.
- Work with the president, secretary, and treasurer to collect dues.
- Contact members who missed club meetings.
- Have all new members complete an Application for Membership.
- Arrange to have new members voted into the club and inducted.
- Ask the VPE to orient new members.
- Provide guests with information about the club.
- Follow up with guests and invite them to attend again or to join.
- Attend and vote at area council meetings.
- \_\_\_\_\_
- \_\_\_\_\_

### **March**

- Meet with the membership committee to plan membership-building activities.
- Attend the executive committee meeting and report on membership activities/accomplishments/plans.
- Promote the *Talk Up Toastmasters* membership campaign during club meetings and in the club newsletter.
- Work with the president, secretary, and treasurer to collect dues and complete the dues renewal process. Dues must be received at World Headquarters by April 1.
- Contact members who missed club meetings.
- Have all new members complete an Application for Membership.
- Arrange to have new members voted into the club and inducted.

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- Ask the VPE to orient new members.
  - Provide guests with information about the club.
  - Follow up with guests and invite them to attend again or to join.
  - Attend and vote at area council meetings.
  - \_\_\_\_\_
  - \_\_\_\_\_

**April**

- Ensure dues renewals are received at World Headquarters by April 1.
- Meet with the membership committee to plan membership-building activities.
- Attend the executive committee meeting and report on membership activities/accomplishments/plans.
- Report the results of the *Talk Up Toastmasters* membership campaign.
- Contact members who missed club meetings.
- Have all new members complete an Application for Membership.
- Arrange to have new members voted into the club and inducted.
- Submit information for the club's Web site or newsletter.
- Ensure the club's contact information is listed correctly with World Headquarters and on all club promotional material.
- Ask the VPE to orient new members.
- Provide guests with information about the club.
- Follow up with guests and invite them to attend again or to join.
- Attend and vote at area council meetings.
- \_\_\_\_\_
- \_\_\_\_\_

**May**

- Meet with the membership committee to plan membership-building activities.
- Attend the executive committee meeting and report on membership activities/accomplishments/plans.

- Promote the *Beat the Clock!* membership campaign during club meetings and in the club newsletter.
- Contact members who missed club meetings.
- Have all new members complete an Application for Membership.
- Arrange to have new members voted into the club and inducted.
- Ask the VPE to orient new members.
- Prepare to give files to the newly-elected vice president membership.
- Provide guests with information about the club.
- Follow up with guests and invite them to attend again or to join.
- Attend and vote at area council meetings.
- \_\_\_\_\_
- \_\_\_\_\_

**June**

- Promote the *Beat the Clock!* membership campaign during club meetings and in the club newsletter.
- Attend the executive committee meeting and report on membership activities/accomplishments/plans.
- Meet with the incoming executive committee and give files to the newly elected vice president membership. Help prepare the new vice president membership for office.
- Contact members who missed club meetings.
- Have all new members complete an Application for Membership.
- Arrange to have new members voted into the club and inducted.
- Ask the VPE to orient new members.
- Provide guests with information about the club.
- Follow up with guests and invite them to attend again or to join.
- Attend and vote at area council meetings.
- \_\_\_\_\_
- \_\_\_\_\_

## Web Resources

Adding New Members	<a href="http://www.toastmasters.org/addnewmembers">www.toastmasters.org/addnewmembers</a>
Agendas for Meetings	<a href="http://www.toastmasters.org/agendas">www.toastmasters.org/agendas</a>
Apply for Awards Online	<a href="http://www.toastmasters.org/clubbusiness">www.toastmasters.org/clubbusiness</a>
Communication Track	<a href="http://www.toastmasters.org/commtrack">www.toastmasters.org/commtrack</a>
Conduct Club Business	<a href="http://www.toastmasters.org/clubbusiness">www.toastmasters.org/clubbusiness</a>
DCP Rules and Requirements (PDF)	<a href="http://www.toastmasters.org/dcpmanual">www.toastmasters.org/dcpmanual</a>
Educational Program	<a href="http://www.toastmasters.org/educprogram">www.toastmasters.org/educprogram</a>
Leadership Track	<a href="http://www.toastmasters.org/leadtrack">www.toastmasters.org/leadtrack</a>
Meeting Roles Descriptions	<a href="http://www.toastmasters.org/meetingroles">www.toastmasters.org/meetingroles</a>
Membership Applications (PDF)	<a href="http://www.toastmasters.org/membershipapps">www.toastmasters.org/membershipapps</a>
Membership Building Contest Flier	<a href="http://www.toastmasters.org/1620_flier">www.toastmasters.org/1620_flier</a>
Membership Building Contest Reports	<a href="http://www.toastmasters.org/membershipcontests">www.toastmasters.org/membershipcontests</a>
Order Form (PDF)	<a href="http://www.toastmasters.org/orderform">www.toastmasters.org/orderform</a>
Order Products Online	<a href="http://www.toastmasters.org/shop">www.toastmasters.org/shop</a>
Organization Chart (PDF)	<a href="http://www.toastmasters.org/orgchart">www.toastmasters.org/orgchart</a>
Policies and Procedures	<a href="http://www.toastmasters.org/policiesandprocedures">www.toastmasters.org/policiesandprocedures</a>
Recognition Awards	<a href="http://www.toastmasters.org/awards">www.toastmasters.org/awards</a>
Simple Membership Building Contest; A	<a href="http://www.toastmasters.org/simplecontest">www.toastmasters.org/simplecontest</a>
Speechcraft Description	<a href="http://www.toastmasters.org/speechcraft">www.toastmasters.org/speechcraft</a>
Success 101	<a href="http://www.toastmasters.org/success101">www.toastmasters.org/success101</a>
Success/Communication and Success/Leadership	<a href="http://www.toastmasters.org/successprograms">www.toastmasters.org/successprograms</a>
WHQ E-mails for Member Questions	<a href="http://www.toastmasters.org/departments">www.toastmasters.org/departments</a>

# Tools for Success

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

1205	<i>Product Guide</i>	403	Member Interest Survey
99	<i>Find Your Voice</i>	405	New Member Profile Sheet (Set of 10)
101	<i>Confidence. The Voice of Leadership.</i> Promotional brochure	904	Visitor's Card
103	<i>Clear Communication: Your Organization Needs It</i>	1158	<i>How to Rebuild a Toastmasters Club</i>
108	<i>From Prospect to Guest to Member</i> Prospecting for and signing new members	1159	Membership Growth Manual
115	<i>Toastmasters Can Help Fliers</i> (Set of 50)	1160	Membership-Building Kit
113	<i>Because Communication Isn't Optional Fliers</i> (Set of 50)	1162	New Member Orientation Kit For Clubs
116	<i>How Confident Are You? Fliers</i> (Set of 50)	1167	<i>Toastmasters and You</i>
121	<i>How to Build a Toastmasters Club</i>	1167A	Package of five "Toastmasters and You" Kits
124	<i>All About Toastmasters</i>	1310K	<i>Vice President Membership Essentials</i> Use these essential items to make your term as club VPM a success!
344	Guest Invitation Cards (Set of 25)	358	Dry-Erase A-Frame Sign
354	Your Membership Provides Fliers (Set of 25)	84	Guest Book
244DVD	<i>Welcome to Toastmasters!</i>	377	Globe Balloons
367	Promotional Posters (Set of five)	393W	Promotional Welcome Ribbons
400	Application for Membership (Pad of 20)	6770	Promotional Magnet

Order online at [www.toastmasters.org/shop](http://www.toastmasters.org/shop).

**Note:** Each product can be accessed directly on the store by simply typing in /item number after [www.toastmasters.org](http://www.toastmasters.org).  
Example [www.toastmasters.org/99](http://www.toastmasters.org/99) takes you directly to Item 99 on the online store.



# Member Interest Survey

▶ **Member Name:** \_\_\_\_\_

List the two goals you wish to accomplish this year as a Toastmaster (for example, complete the *Competent Communication* manual and receive the CC award):

1. \_\_\_\_\_

2. \_\_\_\_\_

List two goals you wish to accomplish in the next few months (for example, to use better eye contact when speaking):

1. \_\_\_\_\_

2. \_\_\_\_\_

## INTERESTS

Indicate your interest in participating in the following activities by checking the appropriate column:

	HIGH INTEREST	SOME INTEREST	NO INTEREST
▶ Complete the <i>Competent Communication</i> manual and earn the Competent Communicator (CC) award	_____	_____	_____
▶ Complete <i>Advanced Communication</i> manuals and earn the Advanced Communicator Bronze, Advanced Communicator Silver or Advanced Communicator Gold award	_____	_____	_____
▶ Earn the Competent Leader, Advanced Leader Bronze or Advanced Leader Silver award	_____	_____	_____
▶ Help the club with public relations and publicity	_____	_____	_____
▶ Contribute to or edit the club newsletter or Web site	_____	_____	_____
▶ Learn about parliamentary procedure	_____	_____	_____
▶ Improve evaluation skills	_____	_____	_____
▶ Improve thinking skills	_____	_____	_____

	HIGH INTEREST	SOME INTEREST	NO INTEREST
▶ Improve meeting-management skills	_____	_____	_____
▶ Improve listening skills	_____	_____	_____
▶ Improve management skills	_____	_____	_____
▶ Participate in club debates	_____	_____	_____
▶ Visit other Toastmasters clubs	_____	_____	_____
▶ Be part of a club speakers bureau	_____	_____	_____
▶ Serve as a mentor for a new member	_____	_____	_____
▶ Help to increase club membership	_____	_____	_____
▶ Participate in Toastmasters activities outside of the club	_____	_____	_____
▶ Present modules from <i>The Better Speaker Series</i> , <i>The Successful Club Series</i> or <i>The Leadership Excellence Series</i>	_____	_____	_____
▶ Present modules from the <i>Success/Leadership Series</i> or <i>Success/Communication Series</i>	_____	_____	_____
▶ Serve as a club officer (specify office _____)	_____	_____	_____
▶ Lead or help with a Speechcraft program	_____	_____	_____
▶ Lead or help with a Youth Leadership program	_____	_____	_____
▶ Learn how to judge speech contests	_____	_____	_____
▶ Be a contestant in a speech contest	_____	_____	_____
▶ Organize a new Toastmasters club	_____	_____	_____
▶ Serve as a district officer (specify office _____)	_____	_____	_____
▶ Other (specify: _____)	_____	_____	_____

What do you like most about our club?

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What do you like least about our club?

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## Biographical Data

Name \_\_\_\_\_

Occupation and Employer \_\_\_\_\_

Accomplishments and Interests \_\_\_\_\_

\_\_\_\_\_

Personal and Career Goals \_\_\_\_\_

Name of Sponsor \_\_\_\_\_

Name of Mentor \_\_\_\_\_

## Communication and Leadership Goals

What objectives do you hope to accomplish as a member of this club?

Are business presentations, leadership, or speaking in front of an audience requirements of your job or profession?

How would you describe your current skill level as a speaker and/or leader?

Do you have any specific fears relative to leading a group or speaking in front of an audience?

Why did you choose to join a Toastmasters club?

What can the club do to help you accomplish your goals?

Do you wish to improve your ability to...

- Persuade and convince others?
- Put ideas across clearly and understandably?
- Improve your self-confidence before a group of people?
- Think quickly and clearly under pressure?
- Become skilled in group leadership?
- Listen effectively and critically?
- Tactfully evaluate someone else's presentations?
- Gracefully accept helpful criticism?
- Other (specify) \_\_\_\_\_
- Other (specify) \_\_\_\_\_

# Prospective Member Follow-up

*This useful chart is sure to help you build membership by encouraging quick and effective follow-up of guests' visits.*

<b>Prospect's Name</b>	<b>Address &amp; Phone #</b>	<b>Date of Visit</b>	<b>Referred by</b>	<b>Follow-up by</b>	<b>Date Action Taken; Comments</b>

Item 1327

# Standards for Other Officers

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

**President.** The president serves as the club's chief executive officer, responsible for general supervision and operation of the club.

*Standards at the club meeting are:*

- 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
- Read and/or display the club mission at every meeting
- Discuss the 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

*Standards outside of the club meeting are:*

- Attend district-sponsored club officer training
- Ensure club officers meet standards
- Analyze and evaluate the club's strong and weak areas with the executive committee
- Oversee a plan to achieve Distinguished Club Program (DCP) goals and ensure the club is a Distinguished Club
- Encourage communication and leadership development through promoting of CC, AC, CL, and AL awards
- Ensure the club has an ongoing membership-building campaign
- Attend and vote the club's proxy at district council meetings or authorize a club member to do so
- Attend the Annual Business Meeting at the International Convention and vote the club's proxy or send an authorized delegate or alternate
- Oversee administrative operation of the club in compliance with the Club Constitution and Bylaws
- Maintain relationships with the district and Toastmasters International World Headquarters

- Schedule and chair monthly executive committee meetings
- Arrange for a replacement if he or she is 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 his/her successor for office

**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 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

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**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

# 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 vice president membership. You can use the information to improve your performance in your next leadership role and to help you prepare your successor for office.

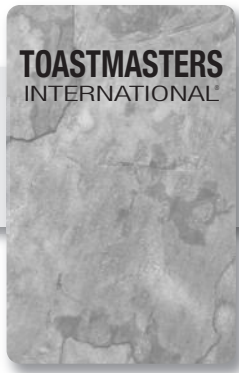
**Note to the Evaluator:** Each club officer must meet performance standards. These standards guide officers in understanding their roles while helping members identify the performance they should expect from club officers. Please answer the questions below pertaining to the vice president membership's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

- What new information or practices did the VPM learn at club officer training and other district events that he or she shared with the club?
  
  
  
  
  
  
  
  
  
  
- What was your favorite membership-building program? Why?
  
  
  
  
  
  
  
  
  
  
- How did the VPM promote this membership campaign?
  
  
  
  
  
  
  
  
  
  
- What was your least favorite membership-building program? Why?
  
  
  
  
  
  
  
  
  
  
- How did the VPM promote this membership campaign?
  
  
  
  
  
  
  
  
  
  
- Did all visitors complete a guest card?



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- How successful were the VPM's efforts to attract absent members back to the club? Why?
  
  - Did the VPM ensure that all new members were voted into the club?
  
  - Describe the VPM's effectiveness when meeting administrative challenges regarding sending new member applications to World Headquarters.
  
  - Was the VPM's method of explaining the educational program to prospective members effective? Why or why not?
  
  - Did the VPM report to the club regarding his or her efforts to follow-up with guests?
  
  - Did the VPM work well with the president and VPE to conduct a formal induction ceremony for new members? Why or why not?
  
  - Describe your impressions of the methods the VPM used to determine if the club met members' needs.

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