

**TOASTMASTERS**  
INTERNATIONAL®

**When You Are the**  
**President**

**A Guide to  
Effective Club  
Leadership**

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# When You Are the President

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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 clubs, thereby offering ever-greater numbers of people the opportunity to benefit from its programs.

## 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.



# Table of Contents

<b>6</b>	You Are the President
<b>7</b>	Club President's Standards
<b>9</b>	President's Calendar/Checklist
<b>12</b>	Your Leadership Opportunity
<b>14</b>	Standards for Other Officers
<b>16</b>	Communication and Leadership Development
<b>20</b>	Recognition
<b>21</b>	Participation in District and International Meetings
<b>23</b>	Administrative Responsibilities
<b>25</b>	Role of the Area Governor
<b>26</b>	The Executive Committee
<b>27</b>	The Search for Club Leaders
<b>30</b>	Policies and Procedures
<b>37</b>	Voting in Members; Obligations; Disciplinary Action/Termination of Membership
<b>40</b>	Appendix
<b>41</b>	Web Resources
<b>42</b>	Tools for Success
<b>44</b>	Instructions for the Audit Committee
<b>45</b>	Evaluation Guide
<b>47</b>	Index

# You Are the President

The office of president is the most important office in a Toastmasters club.

As president, you provide the leadership and guidance the club needs to meet its standards and to be a Distinguished Club. Visit [www.toastmasters.org/DCPManual](http://www.toastmasters.org/DCPManual) for complete program details and rules. It's your responsibility to make sure that the club provides the positive, supportive environment its members need to fulfill their self-development goals. You see that members participate in and benefit from the Toastmasters educational program, and you ensure the club actively recruits new members and retains current ones.

## Club Standards

A successful, dynamic, quality Toastmasters club meets the following 10 standards:

- Meetings are showcase events. Meetings start and end on time, are fast-paced and flow smoothly, with no awkward transitions between segments. Participants are prepared.
- Club officers are effective. They are trained in their roles and they fulfill their responsibilities.
- Membership recruitment is ongoing. Every club needs 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 oriented and inducted. Members who are formally inducted into the club and are oriented to club operations and the educational program are more likely to be active, supportive and enthusiastic members.
- Every member is assigned a mentor. Mentors help new members become familiar with the club and work on their first few speeches. They help experienced members to develop special skills.
- All members are working toward their 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 recognized for their accomplishments. Swift recognition for achievements encourages members to set and achieve even higher goals.
- Everyone is working to help the club become a Distinguished Club. All members are familiar with the Distinguished Club Program, its value to the club and the club's plan for becoming a Distinguished Club.
- Administrative work is handled promptly and efficiently. The club keeps its financial and membership records current and accurate. Club leaders submit documents such as club officer lists, dues renewal invoices and award and membership applications promptly to World Headquarters.

Successful clubs meet weekly. Clubs that meet weekly all year round have more members and more CCs and ACs than clubs meeting less frequently. Weekly meetings provide more speaking opportunities for members, which means members learn and progress faster.

As your club's leader, one of your responsibilities is to analyze and evaluate your club's strong and weak areas. You will have the opportunity to develop and practice leadership skills that you can use in all areas of your life. You will learn to set goals, plan, develop strategies, delegate, coach and recognize people for

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their efforts. All of these skills will be discussed in detail later in this book.

As president, you lead the executive committee, which consists of the vice president education, vice president membership, vice president public relations, secretary, treasurer, sergeant at arms and immediate past president. All of you are responsible for making your club dynamic and enjoyable and for making sure it's recognized as a Distinguished Club. You can accomplish this through regular, productive committee meetings and careful goal setting, planning and monitoring of progress.

As you plan your term, activities and goals, remember that a Toastmasters club is a volunteer organization. Like any volunteer organization, its funds are limited. Members who volunteer for office may not be reimbursed for many of the expenses they incur while serving in that office, including, but not limited to, expenses related to phone usage and mileage. Any expenditures for which you want reimbursement must be authorized in advance by the club and supported by receipts or other documentation.

## Club President's Standards

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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. Following are your standards as president: (The standards for other officers are given elsewhere in this manual.)

### Outside of the Club Meeting

1. Attend district-sponsored club-officer training.
2. Ensure club officers meet officer and meeting standards.
3. Oversee plan to achieve Distinguished Club Program goals and ensure club is Distinguished.
4. Encourage communication and leadership development by promoting CC, AC, CL and AL awards.
5. Ensure club has an ongoing membership-building program.
6. Attend and vote club's proxy at district council meetings or authorize a club member to do so.

7. Attend regional conference and International Convention and vote club's proxy or send proxy to district governor.
8. Oversee administrative operation of club in compliance with the Club Constitution and Bylaws.
9. Maintain relationships with the district and with Toastmasters International.
10. Schedule and chair monthly executive committee meetings.
11. Arrange for a replacement if unable to attend a club or executive committee meeting.
12. Search for leaders, ensure all club offices are filled for the succeeding term and ensure timely elections are conducted.
13. Prepare your successor for office.

### At the Club Meeting

1. Ensure meeting starts and ends on time.
2. Make sure guests are warmly and enthusiastically welcomed and introduced.
3. Allow time before and after the meeting to speak with guests.
4. Read and/or display the club mission at every meeting.
5. Discuss the Distinguished Club Program and the club's progress and achievements in it.
6. Recognize member achievements in Toastmasters and in their personal lives.
7. Report on the "Moments of Truth" the club is achieving.

This manual contains the information you need to meet these standards and will be invaluable to you throughout your office term. But you should have several other books on hand: *Chairman* (Item 200), the Toastmasters International guide on leading meetings, and *Robert's Rules of Order Newly Revised* (Item B30) by General Henry M. Robert. These two publications will help you conduct meetings and use parliamentary procedure correctly.

Your club secretary should have a copy of the Club Constitution and Bylaws. If not, order it from World Headquarters. These documents provide the policies and procedures that guide your club.

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See the appendix for additional tools and resources necessary to ensure a successful term of office and a successful club. The club president calendar/checklist will be especially helpful to you. It lists by month the activities and events you should be addressing. The Toastmasters International Catalog (Item 1205) and the Web site, [members.toastmasters.org](http://members.toastmasters.org), also are excellent sources of information.

## Leadership Evaluation

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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 the evaluation guide in the Appendix, distribute it to club members and ask for their evaluation of your performance as club president. You can use the information to improve your performance in your next leadership role and to help you prepare your successor for office.

## Club Officer Training

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Attend club officer training programs conducted by your district. These programs include a review of each officer's responsibilities and tips for fulfilling them. The programs allow you to meet officers from other clubs. They provide an opportunity to share ideas, and keep up on current information. Contact your district lieutenant governor education and training or visit your district Web site for information about the next program. Links to district Web sites are available at [www.toastmasters.org/Distwebsitelist](http://www.toastmasters.org/Distwebsitelist).

# President'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 include additional items.

## June

Before taking office in July, you should:

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

## July

- Attend district-sponsored club-officer training program if you didn't attend in June
- Conduct executive committee meeting, asking each officer to report on activities/accomplishments/plans
- Review club's goals and progress in the Distinguished Club Program
- Review TI Catalog and order educational materials
- Preside over club meetings
- Attend and vote at area council meeting
- Confirm all club officers are attending training
- \_\_\_\_\_
- \_\_\_\_\_

## August

- Attend district-sponsored club-officer training program if you didn't attend in June or July
- Work with vice president membership, secretary and treasurer to collect dues
- Conduct executive committee meeting, asking each officer to report on activities/accomplishments/plans
- Review club's goals and progress in the Distinguished Club Program
- Preside over club meetings
- Ensure your club's vote is cast at the Annual Business Meeting at the International Convention
- Attend and vote at area council meeting
- Review last year's Distinguished Club Program results
- \_\_\_\_\_
- \_\_\_\_\_

## September

- Receive the dues renewal invoice from World Headquarters
- Work with vice president membership, secretary and treasurer to collect dues and submit dues, preferably online. Dues must be at World Headquarters by October 1
- Conduct executive committee meeting, asking each officer to report on activities/accomplishments/plans
- Review club's goals and progress in the Distinguished Club Program
- Preside over club meetings
- Attend and vote at area council meeting
- Encourage members to attend upcoming district conference

- Confirm that district submitted officer training reports to World Headquarters
- \_\_\_\_\_
- \_\_\_\_\_

## October

- Ensure dues renewal is at WHQ by October 1. Submit online or by mail
- Conduct executive committee meeting, asking each officer to report on activities/accomplishments/plans
- Review club's goals and progress in the Distinguished Club Program
- Preside over club meetings
- Attend and vote at area council meeting
- Attend and vote at district council meeting
- If club elects semiannually, appoint nominating committee
- \_\_\_\_\_
- \_\_\_\_\_

## November

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

## December

- Attend district-sponsored club-officer training program
- Conduct executive committee meeting, asking each officer to report on activities/accomplishments/plans
- Review club's goals and progress in the Distinguished Club Program

- Preside over club meetings
- Attend and vote at area council meeting
- If club elects semiannually, ask for audit committee's report
- If club elects semiannually, give files and manuals to incoming president
- If club elects semiannually, confirm that secretary submitted 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 should:

- Attend district-sponsored club-officer training program
- Obtain and read president's manual
- Meet with incoming executive committee to develop club budget
- Sign new bank signature card with treasurer
- \_\_\_\_\_
- \_\_\_\_\_

## January

- Attend district-sponsored club-officer training program if you didn't attend in December
- Conduct executive committee meeting, asking each officer to report on activities/accomplishments/plans
- Review club's goals and progress in the Distinguished Club Program. Club should be halfway to its goals
- Preside over club meetings
- Attend and vote at area council meeting
- Confirm all officers are attending training
- \_\_\_\_\_
- \_\_\_\_\_

## February

- Attend district-sponsored club-officer training program if you didn't attend in December or January
- Conduct executive committee meeting, asking each officer to report on activities/accomplishments/plans
- Review club's goals and progress in the Distinguished Club Program
- Preside over club meetings

- Receive dues renewal invoice from World Head - quarters
- Attend and vote at area council meeting
- \_\_\_\_\_
- \_\_\_\_\_

## March

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

## April

- Ensure dues renewal is at World Headquarters by April 1. Submit online or by mail
- Conduct executive committee meeting, asking each officer to report on activities/accomplishments/plans
- Review club's goals and progress in the Distinguished Club Program
- Preside over club meetings
- Attend and vote at area council meeting
- Attend and vote at district council meeting
- Appoint nominating committee
- Receive proxies for region and international business meetings
- \_\_\_\_\_
- \_\_\_\_\_

## May

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

## June

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

# Your Leadership Opportunity

You are the club's leader. Your club officers and members look to you for inspiration and motivation. This is a terrific opportunity for you to develop and enhance your leadership skills while serving your club and helping it become a Distinguished Club.

## Successful leaders:

**Set realistic and attainable goals.** As leader of your club's executive committee, you work with the committee to establish goals for the term. Write down the specific goals you want achieved. 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 modules from *The Successful Club Series*, *The Better Speaker Series* or *The Leadership Excellence Series*.

The *Distinguished Club Program/Club Success Plan* (Item 1111) can help you set club goals and monitor the club's progress. See the complete rules and requirements online [www.toastmasters.org/DCPmanual](http://www.toastmasters.org/DCPmanual).

**Plan how to accomplish goals.** As president, you will work with the executive committee to set goals, design a plan of action, develop strategies and establish timetables.

Let's say that one of your goals is to have at least three members become CCs during the term. Ask the vice president education to identify three or more members who could complete the manual by the deadline. He or she should meet with these members and explain

how they and the club will benefit from completing the manual. The vice president education requests a commitment from these members and then makes sure they are scheduled to speak as necessary to accomplish their goals.

**Delegate.** Leaders aren't afraid to release control and give responsibility to others.

**Monitor progress.** Leaders track progress toward goals and make alterations as necessary.

**Coach team members when necessary.** Coaching is essential to reinforce goals. It helps team members see their own strengths and weaknesses and helps them build on the strengths and overcome the 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 vice president membership has not been completing Applications for Membership (Form 400) for the new members who have joined your club in the last two months. This means the new members have not received their New Member Kits from World Headquarters, nor have they received their copies of the *Toastmaster* magazine. You should:

- 
- Speak with the vice president membership privately. Explain how important it is that Applications for Membership and dues for new members are immediately submitted to World Headquarters. Otherwise, members' educational awards may be delayed and members may be ineligible to compete in speech contests. Get agreement that prompt submission of Applications for Membership and dues to World Headquarters is important.
  - Discuss how the vice president membership could improve the situation. Give specific examples.
  - Work with the vice president membership to develop a plan for completing Applications for Membership as soon as the visitor expresses interest in joining the club.
  - When a new member joins, watch the vice president membership and the person complete the application to see if standards are being met. Offer additional help if necessary.

**Recognize achievement.** Leaders reward those 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, club member Nancy Green recently recruited two new members. Announce her accomplishment during a club meeting. Make her feel special, and she's sure to work even harder. The recognition will also motivate other members to achieve.

As you lead, remember these tips:

- A good leader cares about his/her work and team members.
- A good leader is enthusiastic.
- A good leader is dedicated.

By following these leadership guidelines, you will enjoy a successful and rewarding term as president.

# Standards for Other Officers

Leading your club is a big responsibility. That's why you have other officers to help. Following are brief outlines of their standards:

**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 outside of the club meeting are to: • 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. Get commitment from new members to achieve the CC award within one year or less and schedule them to speak accordingly. Get commitment from CCs to earn ACB awards within one year, and get commitment from ACB and ACS recipients to earn the next award within one year. Get commitment from members to earn the CL award, and get commitment from CLs to earn the ALB award within one year. Track all members' progress toward these awards • 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 regional and international business meetings • Arrange for a replacement if unable to attend

meeting • Prepare successor for office. Standards at the club meeting are to: • 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* programs 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.

**Vice President Membership.** The vice president membership (VPM) is the third-ranking club officer. Standards outside of the club meeting are to: • Attend district-sponsored club-officer training • Conduct ongoing membership building programs. Promote the membership 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 guests, new members and members not attending meetings • For all prospective members, explain the educational program, get their commitment to join, 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 • Attend club executive committee meetings • Attend and vote at area council meetings • Arrange for a replacement if unable to attend club meeting • Prepare successor for office.

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Standards at a club meeting are to: • Greet guests and have each complete a guest card • 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.

**Vice President Public Relations.** The vice president public relations (VPPR) is the fourth-ranking club officer. Standards outside of the club meeting are to: • Attend district-sponsored club-officer training • Promote the club to local media • Produce and distribute a club newsletter at least monthly and/or maintain a club Web site • Promote membership programs • Attend club executive committee meetings • Attend other Toastmasters events • Arrange for a replacement if unable to attend a club meeting • Prepare successor for office. Standards at the club meeting are to: • Announce upcoming events and programs • Ask for contributions to the newsletter or Web site • Greet members and guests.

**Secretary.** The secretary is the fifth-ranking club officer. Standards outside of the club meeting are to: • Attend district-sponsored club-officer training • Maintain accurate membership roster and give it to treasurer to submit with dues • Submit club-officer list online to World Headquarters within 10 days after elections • 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 unable to attend meetings • Prepare successor for office. Standards at a club meeting are to: • Record and read meeting minutes • Greet members and guests.

**Treasurer.** The treasurer is the sixth-ranking club officer. Standards outside of the club meeting are to: • Attend district-sponsored club-officer training • Prepare a budget to be approved by the executive committee and membership within one month of taking office • Provide the bank with a new signature card by July 1/January 1 • Prepare and send dues statements by August 15/February 15 • Collect and send dues to World Headquarters by October 1 and April 1, and work with the vice president membership to contact members who have not paid dues • Submit new member applications and dues to World Headquarters online within 48 hours after receipt • Pay bills as due • Keep records of all financial transactions • Present verbal and written financial reports quarterly (October 15, January 15, April 15 and July 15) • Submit club accounts for audit • Attend club executive committee meetings • Arrange for a replacement if unable to attend meetings • Prepare successor for office. Standards at the club meeting are to: • Receive completed new member applications and dues • Announce when dues are due and explain dues structure • Greet members and guests.

**Sergeant at Arms.** The sergeant at arms is the seventh-ranking club officer. Standards outside of the club meeting are to: • Attend district-sponsored club-officer training • Schedule meeting location • 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. Standards at a club meeting are to: • Arrange the room at least 10 minutes before the meeting begins. Make sure the lectern is in place, evaluation forms and ballots are distributed, and the club banner, awards, supply catalog, progress chart and educational material are displayed. Arrange place cards and make name badges available • Greet members and guests 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.

# Communication and Leadership Development

Members develop their communication and leadership skills through the Toastmasters educational program. As president, it's important that you understand the Toastmasters educational system and encourage members to earn Competent Communicator (CC), Advanced Communicator (AC), and Competent Leader (CL) and Advanced Leader (AL) awards.

The Toastmasters educational program is divided into two tracks – a communication track and a leadership track. The communication track is the major part of the system – almost all new members join Toastmasters for the benefits this track offers. Some become involved in the leadership track. Members may participate in both tracks at the same time.

For complete information about communication and leadership development visit the Educational Program page at [www.toastmasters.org](http://www.toastmasters.org).

## Preserving the Club Experience

When Dr. Ralph Smedley developed the Toastmasters educational program in the early 1900s, he intended the club to be the learning center for its 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 should be 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

You and the vice president education must encourage quality speeches – speeches that are well prepared and that fulfill project objectives. Poorly prepared speeches do not benefit the speaker, the other club members or the organization. When you see club members repeatedly giving poorly prepared speeches, speak up and explain the importance of quality speeches. Make your own speeches an example.

It's not recommended that you withhold manual credit from a speaker whose speech did not meet standards. Toastmasters is not a “pass-fail” program. When someone gives a speech that does not meet project objectives, the evaluator may gently and tactfully point out this fact privately and suggest that the speaker consider repeating the project. This can be only a suggestion; the decision to repeat a project is made by the speaker.

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## Speech Topics

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. For these reasons, Toastmasters International does not place restrictions on topics, content or language of any speeches. 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.

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## Other Education Opportunities

### Accredited Speaker Program

Toastmasters International has an annual program to recognize those members who have professional-level speaking skills. The Accredited Speaker Program is not for everyone. Less than 25 percent of those who apply for the program become Accredited Speakers.

To qualify as an Accredited Speaker, an applicant must be a current member of a Toastmasters club.

He or she must be an Advanced Communicator Bronze, Able Toastmaster or Advanced Toastmaster Bronze with a minimum of 25 speaking engagements to non-Toastmasters audiences within three years of application date. Applicants must provide letters of acknowledgment from any five of the 25 engagements as documentary evidence of successful presentations. In addition, applicants must pass a rigorous two-stage judging process.

If you or someone in your club has professional-level speaking skills, request a copy of the Accredited Speaker Program brochure and application from World Headquarters or print it from the Toastmasters International Web site [www.toastmasters.org/asapp](http://www.toastmasters.org/asapp). Deadline each year for entries is November 1.

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## Speech Contests

Speech contests provide an opportunity for participating members to grow and for non-participating members to learn by observing proficient speakers. They also offer interesting educational programs for members and the public.

It's important that all contests be conducted fairly and that the rules are followed. Toastmasters International publishes the *Toastmasters International Speech Contest Rulebook* (Item 1171), which includes rules for the International Speech Contest, as well as for Evaluation, Table Topics, Humorous and Tall Tales contests.

Districts may conduct up to four contests per district year. One of these contests must be the International Speech Contest. All contests must be those contained in the rulebook and participants must follow the rules provided therein. (Judges Guides and Ballots for each of the five contests are available from World Headquarters. See your Catalog or the online store for prices and ordering information.) The only contests permitted at the area, division or district levels are those that originate at the club level and proceed through the area, division and district levels. However, a club may conduct as many contests for its own members as it wishes.

### The International Speech Contest

Each club in good standing should conduct the International Speech Contest (generally in January or February). The winner of the 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 are then invited to participate in the regional International Speech Contest. Regional winners compete in the contest finals held during the International Convention each August. The winner of the final contest becomes the "World Champion of Public Speaking." This procedure varies slightly for clubs in districts outside of North America; information is available from the district. Clubs that do not belong to a district ("undistricted" or "U" clubs) or that belong to a provisional district are not eligible to enter the contest; these clubs may enter the International Taped Speech Contest.

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Your district establishes a contest schedule for the area, division and district contests. Be sure your club contest is completed before the area contest takes place.

Your vice president education is responsible for conducting speech contests, but you should be familiar with the rules, too. To participate in each contest, participants must meet certain eligibility requirements; these requirements are listed in the rules for each contest. Anyone found to be ineligible must be disqualified immediately. The *Speech Contest Rulebook* (Item 1171) and *Speech Contest Manual* (Item 1173) are sent to each club president in October. Please give these to the vice president education. Additional copies may be purchased from World Headquarters. Rules for the International Speech Contest are available for viewing (but not printing) on the Toastmasters International Web site ([members.toastmasters.org](http://members.toastmasters.org)). Address any questions to the Member Services Department at World Headquarters ([speechcontests@toastmasters.org](mailto: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 audio cassette tape or CD. See the *Toastmasters International 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 and Success/Leadership Programs**

Toastmasters' *Success/Communication* and *Success/Leadership* programs are a series of modules to help develop and provide practice in various communication and leadership skills. Most modules are one to three hours long. The modules 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. All programs must be presented by club members.

Each program is designed to be conducted as a seminar, with a club member serving as leader or "coordinator." The program includes a script and instructions. Most programs also include visuals and notebooks for participants. Visit the Member Experience page at [www.toastmasters.org](http://www.toastmasters.org) for brief explanations of each seminar then place your order in the online store.

One module in the *Success/Communication* series, *Speechcraft*, is an excellent membership-building tool. *Speechcraft* is a workshop in communication and leadership. It may be presented during club meetings or during special meetings outside of the club for the public. Clubs presenting *Speechcraft* as part of a regular club meeting average more than twice as many participants joining the club as when it is conducted outside of the club. For more information on *Speechcraft*, read the brochure *Number One Membership Building Tool* (203A) or go to [www.toastmasters.org/Speechcraft](http://www.toastmasters.org/Speechcraft).

Ask your vice president education to arrange for these programs several times during the year and work with the vice president membership and vice president public relations to ensure that the programs are used as effective membership-building and public relations tools.

### **Program Fees**

Clubs may charge a reasonable fee for conducting any *Success/Communication* and *Success/Leadership* program for nonmembers. 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 presentation of these programs. You are asked to report anyone doing so to the Executive Director at World Headquarters.

### **Youth Leadership Program**

Toastmasters' Youth Leadership program is for people under 18 years old. It's an eight-session course that helps young people develop the communication and leadership skills they need to be successful adults. Conducting a Youth Leadership program is an ideal

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way for your club to work with young people while building goodwill in the community.

Like Speechcraft, the Youth Leadership program is conducted by a member. For best results, between 15 and 25 people should participate. Programs may be conducted for schools, scout troops, 4-H clubs, church youth groups and for young people in the community. Additional information about the program is in the "Youth Leadership Information Brochure" (Item 801) available from World Headquarters or online at [www.toastmasters.org/YLP](http://www.toastmasters.org/YLP). The Coordinator's Guide and Participant's Notebooks may be ordered from World Headquarters.

Although clubs may charge a fee for each student who participates to cover expenses, this isn't recommended. Whenever possible, clubs should bear the expense of the program.

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## Receiving Program Credit

Members who coordinate and conduct a *Success/Communication*, *Success/Leadership* or Youth Leadership program should record it on a Member Achievement Record (Item 1328). The member should use this recorded information to complete the application when applying for the Advanced Communicator Gold (ACG) award. The vice president education's signature on the ACG application verifies that the member did, indeed, coordinate and conduct the program.

Each *Success/Communication*, *Success/Leadership* (including "Speechcraft"), and Youth Leadership program has only one coordinator. Just the program coordinator receives credit for conducting the program.

# Recognition

Recognition is an important part of the Toastmasters program. By offering recognition for a member's accomplishments, you encourage that member to set and achieve even higher goals. You also encourage others to achieve. That's why it's imperative that your club recognizes members' achievements with awards and ceremonies. The following can help:

- Plan your recognition. Arrange to present all CC, AC, CL, AL and DTM certificates, membership building awards, *Success/Communication* and *Success/Leadership* coordinator certificates, and other awards during a special ceremony. Some clubs purchase special plaques, trophies, pins, etc. and give them to recipients during these ceremonies.
- Write a letter of congratulations to each award recipient.
- Publish news about the award in your club newsletter or Web site. Send news releases to your district newsletter editor as well as to company and trade publications and the local media.
- If possible, arrange award presentation ceremonies to coincide with visits from district or International officers. Have visiting officers present awards.
- Offer recognition immediately following the achievement. Don't wait until December to recognize a member who received a CC in August.

## The Communication Achievement Award

The Communication Achievement Award is the club's opportunity to recognize someone outside the club for his or her contributions to communication excellence. Suggested recipients include the mayor or other city official, company president, local news broadcaster, etc. An instruction pamphlet (Item 1972A) and plaque (Item 1972) are available from Toastmasters International.

## Honorary Club Membership

Once a year, your club may present an honorary membership to a member or nonmember for outstanding contributions to the community or to your club.

An Honorary Club Membership Certificate (Item 508A) should be presented. This award can generate goodwill and publicity for your club. See club bylaws for details.

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

All awards in your club should be positive and recognize accomplishment, not mistakes. Such awards as "King of Ah's" (for the most "ah's" 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. 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.

## 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 a certificate (Item 522) and an appropriate trophy or plaque. Visit [www.toastmasters.org/outstandingtm](http://www.toastmasters.org/outstandingtm) for guidelines.

## Years of Membership

Recognize Toastmasters who have been active members for several years by presenting a Member Year Tag. See the current Toastmasters Catalog for details or shop online by clicking on the "shop" tab on the Toastmasters Web site.

# Participation in District and International Meetings

TOASTMASTERS  
INTERNATIONAL

## 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. These councils meet several times each year.

The president, vice president education and the vice president membership are eligible to vote at area council meetings. The president and vice president education 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. If you cannot attend a meeting, ensure a club member attends and give proxy votes to that member.

## Regional and International Meetings

Every year, each of the eight regions may nominate two candidates to serve on the Board of Directors. (One of these candidates is elected to the Board at the Annual Business Meeting held during the International Convention each August. Districts outside of North America may also nominate two candidates, one of which is elected at the Annual Business Meeting.) Each club in good standing is entitled to two votes in the business meeting at the regional conference. Either by attending or by proxy, the vice president education and you should cast your club's votes at the conference and play a part in selecting the organization's leadership.

Each August the Annual Business Meeting is held during the International Convention. During this meeting the clubs elect officers and members to the Board of Directors (directors serve staggered two-year terms) and decide for or against adoption of any proposed amendments to the Bylaws of Toastmasters International or to the Club Constitution. You and the vice president education 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), by an active member of another club selected to act as proxy, or by your district governor. These meetings also have

educational programs that members can attend to help in their officer roles and help make your club stronger.

## Proxy Certificates

Toastmasters International sends official Credentials or Proxy Certificates for regional and international meetings to each club president of record in March. If a club member will attend the regional conference, the president or secretary should sign the form marked with "R" and give it to the member(s) to present at the meeting in exchange for ballots. If no one will attend from the club, check Section 2 to name the district governor as the club's proxy to cast its two votes. Give the card to the district governor.

Follow the same procedure for the annual business meeting form, which is marked "A." If proposed amendments will be submitted to the delegates for action, a brief description of each will be given on the Annual Business Meeting form, with space for the club to indicate to its delegate or proxy how the members wish the club's votes to be cast. If no choice is indicated, the delegate or proxy is free to cast the votes as he or she believes will be in the best interest of the organization.

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Only the official forms mailed by Toastmasters International will be accepted for club votes at the regional conference and at the Annual Business Meeting held during the International Convention. If the original proxy is lost, clubs may request a duplicate proxy certificate. No copies or facsimiles can be accepted.

Please read the instructions that accompany the proxy cards.

## **The International Convention**

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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 10 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 Toastmasters Web site for details.

# Administrative Responsibilities

Another one of your standards as president is to oversee the administrative operation of the club, ensuring its compliance with the Toastmasters International Club Constitution and Bylaws. This includes the following:

## Membership Renewal/Dues Payments

Twice each year your club is required to provide an updated list of its members and corresponding dues. Prior to the due dates of 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](http://members.toastmasters.org).

If paying by credit card, dues renewals can be paid online. At least six members must pay dues; three must be renewing. If paying by check, you can print the list, with the renewing members checked, and mail it along with payment to World Headquarters. Please submit your renewals by one method only to avoid duplication. Renewals can be submitted online, by mail or by fax. We do not suggest submitting renewals by e-mail because it is not secure.

As soon as you receive the e-mail notice, meet with the secretary, treasurer and vice president membership. 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.

Check the names of those members for whom you are paying dues. Do not add the names and addresses of any new members who joined after the start of the dues period. Instead, add them online or submit to World Headquarters, in a separate envelope, an Application for Membership (Form 400) for each new member. Enclosing Applications for Membership and other items, such as orders, with the dues renewal invoice delays their processing.

Double-check your work. An accurate membership report is important. Accidentally omitting someone 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 in your club. Dues are non-transferable and non-refundable. Be careful about paying dues for people who have not paid the club. Check only those members who are renewing. Once your renewals have been submitted, you can pay late paying members online.

Members who belong to other clubs besides your club (dual members) must pay dues in each club to which they belong.

Minimum dues (6 members; 3 must be renewing) are due October 1 and April 1 and must be received at World Headquarters on or before midnight PT October 10 and April 10 respectively. Clubs meeting this deadline receive credit toward one of the goals in the Distinguished Club Program. Keep a copy for your club's records. If you pay online you will have an instant confirmation. Because of the number of submissions received it is not possible to confirm receipt of dues sent by fax or e-mail. To ensure the report is completed by the deadline, begin collecting dues in early August and early February.

## Audit Committee

A club's treasury is important. Its funds pay for supplies and materials clubs need to conduct the Toastmasters educational program. When members pay dues to their

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club, they do so with the understanding that the money will be used appropriately for the benefit of the club. Failure to maintain comprehensive records could result in a club losing its tax-exempt status. About one month before your office term ends, appoint a committee of three members (excluding the treasurer) to audit the club's finances. Their findings should be reported to the club and inserted in the club's permanent records. In the appendix are instructions for the audit committee. Please give these instructions to the audit committee.

## Nominating Committee

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At least two weeks before club elections, appoint a nominating committee of three active members. The chairman of the nominating committee is the immediate past club president, unless the best interests of the club require otherwise. It is the nominating committee's duty to select candidates for each of the club offices. They may consider those 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 report of the committee 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 null and void and all candidates must run from the floor at the meeting at which the election takes place.

## Club Officer Lists

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Enter club officer information, including changes, online. Or download the Club and Officer Information forms to submit by mail. New officers 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).

For faster results use the online service by going to the Toastmasters International Web site at [members.toastmasters.org](http://members.toastmasters.org). Or your club can submit its officer list via fax. Please send the information via one method only to avoid duplication.

All requirements for officer terms and officer eligibility are available in the Club Constitution online.

## Club Leadership Mailing

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Each May, World Headquarters sends all club presidents of record a special mailing. The mailing includes club officer manuals and the *Distinguished Club Program/Club Success Plan* for the upcoming year as well as other materials that will 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

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TIPS is a bimonthly newsletter published by Toastmasters International for all club officers and is available on the Toastmasters International Web site. It contains a wealth of ideas for club programming and membership building, as well as information about new programs and materials for your club and reminders about important deadlines.

# Role of the Area Governor

As mentioned earlier, your area governor is an important resource for your club. He or she 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.

The key responsibilities of the area governor are:

1. Make sure that all clubs in the area are functioning well. This involves promoting membership growth, the formation of new Toastmasters clubs, educational program completions and a high standard of club excellence.
2. Motivate clubs to build membership. The area governor can provide low-member clubs with suggestions for increasing membership as he/she is familiar with the tools offered by Toastmasters International.
3. Help your club become a Distinguished Club.
4. Conduct club-officer training programs. In some districts, this is done at the division or district level.
5. Conduct regular area council meetings. Each club's president, vice president education and vice president membership are urged to attend and participate in these meetings.
6. Coordinate community relations programs among clubs in the area.
7. Promote inter-club visitations among clubs in the area.
8. Organize and conduct area speech contests.
9. Install club officers (upon invitation).
10. Participate in district council and district executive committee meetings. Your area governor is your club's representative.

At least twice yearly, your area governor will visit your club to find out how the district can help your

club be more successful. At the same time, your club can benefit greatly from the experience and knowledge of the visiting officer. The following will help you make the most of your next area governor visit:

- Announce the forthcoming 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.

# The Executive Committee

Your club's executive committee is the key to the club's success. Regular executive committee meetings designed to plan and review progress will help keep your club on track and help members achieve their goals. As president, it's your duty to schedule and chair these meetings and to arrange for a replacement if you're unable to attend.

Some club's executive committees meet twice a month, others meet monthly. How frequently the committee meets is the committee's decision. Make the most of the time when you do meet, and keep in close contact with each member between meetings.

Productive executive meetings include these elements:

1. An agenda. Prepare a complete meeting agenda and distribute it to each member of the executive committee several days before the meeting. The agenda should include minutes of the last meeting, officers' reports, inactive membership status, membership and educational activities review, old and new business review.
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 brainstorming 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 Distinguished Club Program 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 ratified by the club. Any decision of the executive committee which the club fails to approve is null and void.

## Parliamentary Procedure

Knowledge of parliamentary procedure is essential to your success as president. Become familiar and comfortable with parliamentary procedure and you will lead club meetings and executive committee meetings with confidence and ease.

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 Toastmasters International's *Success/Leadership* programs *Parliamentary Procedure in Action* and *How To Conduct Productive Meetings* in your club.

# The Search for Club Leaders

As president, you also have a responsibility for the club's future. The club needs leaders who are able to focus their efforts on the activities that will move the club forward and who are able to work with and motivate others. One of your duties is to identify members with leadership potential and encourage them to serve.

As president, you are also responsible for conducting club officer elections. 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.

Elections should be held 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. The chairman of the nominating committee is the immediate past president, unless the best interests of the club require otherwise. The committee is responsible for selecting members to fill officer positions for the coming term. The committee should choose nominees based on their ability to fulfill standards. Offices to be filled are: president, vice president education, vice president membership, vice president public relations, secretary, treasurer and sergeant at arms. Any current active member of the club is eligible to run for office. Members may run for more than one office.

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.

The nominating committee should present its report immediately preceding the regular club meeting at which the election is to take place. The committee should present 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 null and void and all candidates must run from the floor.

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.

## Elections

As president, you preside over the club election. Before you begin the election process, briefly explain the major responsibilities of each office. Then explain the election process and proceed with elections, following these steps.

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 flip of a coin.

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

Any vacancy in office, except for the immediate past club president, shall be filled by a special election held at the next meeting following the announcement of the vacancy.

## Club Officer Installation

Your responsibility doesn't end with the election of new club officers. You must also arrange the installation ceremony.

Some clubs conduct their officer installations during a regular club meeting. Others plan a special evening event and invite families, friends and local dignitaries to attend. Ask a past president of your club or the area governor or other district officer to conduct the ceremony.

The entire ceremony takes about 12 to 15 minutes, and should be done toward the end of the meeting. 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)
- President's Plaque (Item 1968A)
- Manuals for all incoming officers (Items 1310A-G, 1310H for set)

See the catalog or visit the online store for tokens of appreciation to present to your outgoing officers.

Whoever conducts the ceremony should follow these guidelines:

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, divi-

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sion, 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.

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## Preparing Your Successor

Once your successor is elected, make sure he or she is fully prepared to assume leadership. Give the newly elected president the manual, review the standards for the office of president and remind him or her to attend district-sponsored training programs. Discuss any unfinished business facing the club executive committee. Offer advice or information the incoming president may find helpful. It's up to you to make the transition as smooth as possible.

# Policies and Procedures

**Community** – Cooperation with other organizations is encouraged to the extent that the identity of Toastmasters International is maintained in the promotion and conduct of community action programs.

Toastmasters clubs, individual members and districts of Toastmasters International shall not create or engage in any activity in the name of Toastmasters International that is not directly related to its educational purpose. Typical unauthorized activities include: fund-raising drives in cooperation with other organizations, creation or establishment of scholarships or foundations or public service activities.

Toastmasters International, a corporation, is not politically involved in the affairs of the community.

If approved by its members, a club may join its local chamber of commerce or similar organization as a way to introduce the Toastmasters program into the community.

**Copyright/Trademark** – The educational programs of Toastmasters International are a privilege of membership and may not be adapted, reprinted or paraphrased for use outside the Toastmasters program. With prior written approval from the Executive Director, the club and its members may use the marks and copyrighted materials of Toastmasters International, only if used to further programs authorized by Toastmasters International, and subject to the conditions stated below:

Clubs in good standing may use marks on stationery, business cards, bulletins, newsletters, program covers, agendas and similar items but only in/on items sanctioned by the club and directly related to and focused on the club mission.

Individual members and officers of clubs may use marks on stationery and business cards solely to indicate the person's affiliation with a member club of Toastmasters International. Marks and copyrighted materials may

not be used on or in any personal newsletter, bulletin or similar item nor on articles such as trophies, ribbons, banners, clothing or other items except by specific, prior written authorization from the Executive Director.

**Credit** – Toastmasters International requires that payment accompany all transactions. MasterCard, VISA, Discover and American Express credit cards may be used in payment of supply orders, membership fees, membership dues and charter fees. In the case of supply orders, if materials are returned within 30 days in original condition, a refund or credit will be made.

Checks and money orders must be made payable to Toastmasters International in US dollars and are accepted for the amount of the supply order, membership fees, membership dues and charter fees only. Any funds in excess of the supply order, membership fees, membership dues and charter fees amount will be returned to the club. No funds can be kept on account at World Headquarters.

**Electronic Transmissions** – It's the responsibility of the sender to ensure the successful transmission via fax of any document. World Headquarters is not responsible for any illegible or incomplete documents it receives via fax, or fax machine malfunctions or failure or for "busy" signals. World Headquarters strongly recommends that members, clubs and districts use an express delivery service to avoid the risks involved in submitting documents via fax machine to fulfill deadline requirements.

Documents must be received by the specified deadline. Documents sent by fax machine shall be received at World Headquarters by midnight, Pacific Time, on

the deadline date. Should the deadline fall on a weekend or holiday, documents sent via fax shall be received by World Headquarters by midnight, Pacific Time, on the last deadline date.

**E-mail/Web** – World Headquarters will accept information from members via e-mail for items such as member address changes, club and district officer changes, general correspondence, and information sent from the Toastmasters International Web site for which a template is provided, including club and officer information lists and educational award applications. However, other documents that require signatures, new member applications and new club charter documents, may not be submitted via e-mail unless they are sent as a scanned document attachment with the appropriate signature(s). It is the responsibility of the sender to ensure the successful transmission of any information. World Headquarters is not responsible for any illegible or incomplete information it received via e-mail, for hardware/software incompatibility or malfunctions or delayed transmission because of server problems.

Submissions must be received by the specified deadline in a readable format.

**Club Surveys** – From time to time, Toastmasters International conducts surveys to determine if the Toastmasters International educational and recognition programs are meeting the needs of individual members, clubs, areas, divisions and districts. The only entity authorized to conduct surveys of members (including former members), clubs, areas, divisions and districts, or release the results of those surveys, is World Headquarters. No other body may survey members and/or clubs unless given advance, written permission by the Executive Director. The only exception is a club surveying its own members and a district seeking information on educational or related programming for their own use.

**Club Assets** – Clubs may not own assets beyond what is necessary to deliver the Toastmasters program. Acceptable assets include, but are not limited to, bank accounts and incidental items which are used in the conduct of a meeting, such as lecterns, banners, stationery, mailing supplies, timing lights, recognition awards including trophies, audiovisual equipment, sound systems, coffee makers and similar equipment,

and educational materials. Assets not acceptable at the club level include, but are not limited to, motor vehicles, office space, real property, furniture, telephones and telephone systems, whether rented, leased, purchased or donated. Each club must maintain a written list of its assets and a written procedure to ensure that the assets are accounted for and transferred smoothly to the next administration. It's assumed that the administration of the club will occur on a volunteer basis by officers and members using their own personal equipment and furniture.

**Minimum Club Standards** – All clubs must meet the following minimum requirements for a Toastmasters club: meet at least 12 times per year (although it's recommended that clubs meet weekly, or at least every other week); regular meetings shall be conducted in person/face-to-face; have members working toward Competent Communicator (CC) and Advanced Communicator (AC) awards; have members give oral manual speeches; have members give and receive verbal evaluations; and give members the opportunity to develop and practice leadership skills and earn Competent Leader (CL) and Advanced Leader (AL) awards.

**Inactive Member** – Inactive status can be conferred by the executive committee on any member requesting an extended absence from club meetings, or who wishes to maintain individual membership without regular attendance at club meetings. A member may also be classified as inactive for continued absence without notice. Clubs may create a policy that indicates the number of meetings a member can miss before being placed on the inactive roster.

An inactive member can be restored to active membership by the executive committee upon request, provided there is a vacancy on the active roster.

Inactive members have no voting privileges, cannot hold office, are not counted toward a quorum of the club membership, and cannot participate in International Speech Contests. They are not entitled to places on the regular speakers' program but may serve as substitutes when requested by the club president or Toastmaster of the meeting. They may participate in club discussions and serve as evaluators.

Inactive members continue to pay international dues and are reported to World Headquarters as members of

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the club. Whether inactive members pay club dues is up to the club. However, most clubs request that all members support the club.

The purpose of the inactive roster is to aid clubs in achieving a quorum so they are able to conduct business. Decisions made by the executive committee to classify members as inactive and to return members to active status must be based solely on such members' attendance record and not on disciplinary or other factors. Clubs have the option of adopting standing rules defining the attendance guidelines under which members are classified inactive or returned to active status.

Inactive status is not to be used as a means of terminating or disciplining a member. Disciplinary/termination procedures can be found on page 38.

**Invocations/Pledge** – Many clubs have a member give an invocation at the beginning of the meeting. An invocation is an optional part of Toastmasters International meetings, as well as of club meetings. Toastmasters International neither encourages nor discourages the use of an invocation, but recognizes that it is a public speaking opportunity and may be included to broaden member experience. If an invocation is presented, the speaker should be sensitive to the diversity of cultures and religions in the audience.

A pledge to the flag or other recognition of the host country is optional at Toastmasters International meetings as well as at club meetings. Each individual's participation is optional.

**Member Lists and Mailing Labels** – Toastmasters International does not provide or sell its member list to anyone for non-Toastmasters business. Toastmasters International policy specifies that no mailing list or mailing labels, including names and addresses and e-mail addresses from a club directory or district directory, the *Toastmaster* magazine or any other similar list, be used to market goods or services to other members. The Toastmasters mailing list can be used only for official Toastmasters business.

The following disclaimer should be included in all directories and Web sites: "The information in this \_\_\_\_\_ is for the sole use of Toastmasters members for Toastmasters business only. It is not to be used for solicitation and distribution of non-Toastmasters materials or information."

**Membership** – Toastmasters clubs are composed of persons 18 years and older. Membership is by club invitation. Clubs must maintain a minimum membership of six, but 20 or more members is recommended in order to conduct a productive club meeting.

**Pecuniary Gain or Profit by Members** – The specific and primary purpose of the Toastmasters organization is to engage in educational activities within a club and within the means of Section 501(c)(3) of the Internal Revenue Code. No person can realize pecuniary gain or profit from the Toastmasters program.

**Political Activities** – Toastmasters International is a non-political entity. A club may not participate in, or intervene in (including the publishing or distribution of statements), any political campaign on behalf of or in opposition to any candidate for public office.

**Resignation/Removal of Officers** – Any officer may resign, provided that the resignation is made in writing and delivered to the club president or club secretary. Unless the resignation is, by its terms, effective on a later date, it shall be effective on delivery to the club officer, and no acceptance by the club is required to make it effective.

Serving as a club officer is a privilege, not a right. Any officer of the club may be removed from office at any time, with or without cause, by a majority vote of all active members present and voting at a business meeting of the club.

**Filling Officer Vacancies** – Any vacancy in an office, except for the immediate past club president, shall be filled by a special election held at the next business meeting following the announcement of the vacancy. If the office of immediate past club president is vacated for any reason, it stays vacant for the remainder of the term.

**Non-Discrimination** – Toastmasters International is a non-discriminatory organization. No person shall be excluded from membership in a Toastmasters club, and no member shall be deliberately discriminated against, in the conduct of official Toastmasters programs, because of age (except those persons under 18 years of age), race, color, creed, gender, national or ethnic origin, sexual orientation or physical or mental disability, so long

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as the individual, through his or her own efforts, is able to participate in the program.

Violation of the foregoing by an individual member, club, area, division, district or other official group will subject the offending person or entity to disciplinary action, in accordance with the Bylaws of Toastmasters International, unless the offending person or entity ends its own violations.

**Legal Status, Use of Funds and Dissolution** – A club is an unincorporated association formed solely for the purpose of privately educating its individual members. The club is not legally affiliated with any company, agency or special interest group from which the club may draw its individual members. The use of the funds of this club shall be limited to educational purposes. They may not be used for social or political purposes, or for the benefit of any individual.

In the event of dissolution of this club, distribution of any funds, after payment of any indebtedness, shall be made either by contribution to the Ralph C. Smedley Memorial Fund, administered by Toastmasters International, or by contribution to another Toastmasters club or to a Toastmasters district.

**Quorum and Voting** – A majority of the active membership shall constitute a quorum for the transaction of all club business. A majority of the club executive committee shall constitute a quorum for the transaction of the committee's business. Unless a greater vote is required by the club constitution in a particular matter, the affirmative vote of at least a majority of those active members who are present and voting at a duly held business meeting at which a quorum is present, shall be the act of this club.

Each member shall be entitled to one vote on any matter presented to the club membership for a vote. A member must be present in order to vote; e-mail or telephone votes are not allowed. No voting by proxy or absentee ballot shall be permitted on any matter presented to the club membership for a vote.

**Code of Ethics and Conduct** – It is the responsibility of the club to maintain high ethical standards in any form of communication or actions by any and all individual members of the respective club. If at any time the

actions of any individual member or club are in conflict with the basic principles, ideals, or standards of Toastmasters International, the club may be subject to suspension or expulsion by Toastmasters International and/or the individual member may be subject to suspension or removal from good standing, or other appropriate action.

Individual members of clubs shall not use any form of communication in a derogatory or personally damaging way, nor conduct or condone any programs, activities, publications, speeches and conduct which are offensive or in poor taste or otherwise considered detrimental to the best interests of Toastmasters International. In addition, no such person or entity shall publish or distribute any newsletter or other publication that contains defamatory remarks, malicious and derogatory charges or false or libelous statements.

No Toastmaster shall assist, support, aid, facilitate, invite or condone any conduct by any former Toastmaster, or any other non-Toastmaster, which has the purpose or effect of interfering in the programs, proceedings or affairs of Toastmasters International or its member clubs.

Violation of any of the above principles concerning prohibited activities by an individual member of any club, or by any club, will subject: a) the offending club to suspension or expulsion, unless the club expels the offending individual member and/or removes the person from any club office held or ends the club's own violations; and/or b) the individual member to suspension or removal from good standing, or other appropriate action.

**Code of Ethics and Conduct and a Harassment-Free Environment** – Each club member must take personal responsibility to abide by the principles contained in A Toastmaster's Promise and the governing documents and policies of Toastmasters International and of their own club.

If a member believes he or she has been harassed, they should promptly report the facts of the incident(s) and the names of the individuals involved to the following officers, depending on whether the alleged offender is:

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- A member of a club who holds no office: To the club president initially and, if the member is not satisfied with the substance or timeliness of the club president's response, to any other member of the club executive committee. The club officer receiving the report must conduct a confidential investigation of the allegation and report the outcome to the club executive committee, which must take or commence whatever action may be appropriate to resolve the matter.

- A club officer: To the club president initially if the president is not implicated. If the president is implicated or if the member is not satisfied with the substance or timeliness of the club president's response, to any other member of the club executive committee. The club officer receiving the report must conduct a confidential investigation of the allegation and report the outcome to the club executive committee, which must take or commence whatever action may be appropriate to resolve the matter.

In each case, the club must take appropriate action to resolve the matter and to minimize the likelihood of a reoccurrence, if possible.

If conduct, ethic or harassment matters are not settled to the satisfaction of all concerned, or if the club has questions about the procedures for handling such situations, members and officers may seek advice from World Headquarters staff to clarify policies and/or procedures.

**Political and Campaign Ethics** – It is imperative that Toastmasters International preserve and protect the democratic principles upon which the organization was founded, including the rights and freedoms to seek and hold office. No action, written, oral or otherwise, shall be taken that will interfere with the right of every individual qualified Toastmaster to seek and to achieve election to any office at any level of the organization. In addition, no action shall be taken that will interfere with the right and duty of every delegate and of every proxy-holder at all times to vote solely as his or her conscience and best judgment dictates, and no actions shall be taken which might impinge upon the powers, duties, authority and responsibilities of the district councils and of the district governors in fulfilling the mission of the district.

To ensure that the democratic principles are preserved and to protect the personal integrity of its members and the integrity of the organization itself:

1. No Toastmaster, club, district or other group shall engage in any activity or campaign by use of threats, restrictions, intimidations, "deals," pressures or other unethical means which would or might prevent or dissuade any Toastmaster from competing in any nomination or election process at any level or from exercising his or her voting franchise in any particular manner;
2. No person or entity shall use any action referred to in item one to attempt to dictate to any district officer, or district council, or member club in any respect to any degree;
3. No person or entity shall publish or distribute any newsletter or other publication that contains defamatory remarks, malicious and derogatory charges or false or libelous statements.

Campaign Ethics – Holding and fulfilling the roles of a Toastmasters office, at any level, allows members to enhance their leadership skills. In keeping with the spirit of Toastmasters International, campaigning for office at all levels should be a positive experience that fosters self-confidence and personal growth. To ensure that Toastmasters political campaigns are conducted in a positive manner:

1. All communications and activities endorsing a candidate, either by the candidate or by supporters of the candidate, shall focus on the candidate's Toastmasters accomplishments and personal qualifications for office. Endorsements shall not be used without the permission of the endorser.
2. No negative information about candidates will be allowed in written communications meant to be distributed widely or in oral communications at an official Toastmasters meeting.
3. All activities, publications, letters, speeches and conduct of campaign participants shall be represented in a standard of excellence reflecting credit on the organization.

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4. Activities in support of candidacy for Toastmasters office shall be conducted in an ethical manner. The candidate is accountable for the conduct of his/her campaign, and is responsible for keeping the activities of supporters within the established policies and guidelines.

Violation of any of the above principles concerning prohibited activities by a member of any club, or by any club, will subject the offending club to expulsion in accordance with Article III, Section 4, and Article III, Section 8, of the Bylaws of Toastmasters International, unless the club expels the offending member and/or the club ends its own violations.

## Fundraising

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From time to time, clubs may conduct fund-raising activities to offset costs for educational sessions and to raise funds to further the purpose of Toastmasters International. Toastmasters International is an educational organization and not a service club such as Lions, Kiwanis, Rotary, etc., whose main focus is to raise funds for community or charitable causes. Before you start on your fundraising project, answer these questions:

1. Is the product or service rendered by individual members donated or voluntary?
2. Is it the club, rather than individual members, that is receiving monetary compensation?
3. Is at least one-third of the club's total financial support from member dues?
4. Will the profits be used for the furtherance of Toastmasters International's tax-exempt purpose, which includes:
  - building and improving clubs;
  - training club and district officers;
  - purchasing educational program materials;
  - sending a voting delegate to official district conferences or to the International Convention;
  - covering general administrative expenses connected with the operation of the club or district?
5. Is the fundraising activity legal in the club's city, state, province or country?

If you answered "no" to any of these questions, you are not operating within the policies of Toastmasters International, and the fundraising activity is prohibited.

## Acceptable Fundraising Activities

Acceptable fundraising activities are:

- Conducting Speechcraft, Success/Communication or Success/Leadership programs and charging a fee to the participants.

The revenue should be used to buy the program material. Any excess funds are to be used to further the purpose of Toastmasters International as stated above. Members may not market seminars so as to compete with for-profit enterprises. Fees charged should be reasonable.
- Holding a raffle, auction, white elephant sale or bazaar of donated goods at a club function, where permitted under local law.
- Accepting sponsorship opportunities at the district level as outlined in the *District Leadership Handbook*.
- Accepting advertising in club newsletters, Web pages and conference programs.

The revenue should be used to offset the cost of producing and/or mailing the publication. Any excess funds are to be used to further the purpose of Toastmasters International as stated above.

- Selling entertainment books or diner's books.

## Unacceptable Fundraising Activities

Unacceptable fundraising activities are:

- Buying items and then selling them, other than entertainment or diner's books.
- Raising funds for social events.
- Raising funds to donate to a worthy cause.
- Raising money to set up a fund, such as a scholarship fund or educational fund.
- Raising money to support a campaign for a candidate at any level of the organization or outside the organization.
- Holding or participating in sporting or other physical events, such as tennis or golf tournaments, walk-a-thons or jog-a-thons.
- Holding pancake breakfasts, fireworks displays or picnics.

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Fundraising activities, including those listed above, which have a higher risk of injury, are not permitted. The Toastmasters name cannot be used in connection with non-educational events.

### **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.

### **A Last Word on Fundraising**

It is important that fundraising activities are conducted within the above guidelines. Our organization is a 501(c)(3) corporation, which means that our clubs and districts are allowed to raise funds now and then and not on a regular basis. If you have any questions on fundraising activities, please contact the Member Services Department at World Headquarters.

# Voting in Members/ Obligations of Members/ Termination of Membership

## Voting In Members

The Toastmasters club is a private association, and club membership is by invitation. As provided in the club constitution, a prospective member, in order to become a member, must be elected 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 an option; every club must vote in its members.

Most of the time your club will accept everyone who wants to join. However, occasionally, someone may wish to join your club who will not be supportive and whose goals are not compatible with those of the club. 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.

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

- An Application for Membership (Form 400) 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 member 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.

## Obligations

Once elected to membership, the new member is entitled to all rights and privileges of your club, and new

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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.

## **Disciplinary Action/Termination of Membership**

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Occasionally a club's positive and supportive environment may be disrupted by the actions of one of its members. Often when the disruption continues, the club suffers. The positive, enjoyable environment disappears. Members' progress is slowed. Some members may even drop out. When this happens, your club may wish to take action.

First, the club president and/or other members of the executive committee should discuss the problem privately with the disruptive member and encourage him or her to help maintain the club's positive atmosphere. At least two officers (one male and one female, if possible) should be present. Alternatively, a member with whom the disruptive member has a good relationship can be present instead of a second officer. Try to resolve the issue through balanced communication. The club should try to rectify the situation before taking steps to discipline or terminate the membership of a member. If the member's behavior doesn't improve, your club may wish to ask the person to resign or to proceed with disciplinary action, including terminating the person's membership.

The procedure can be handled by either the club executive committee or by the entire club membership. The club executive committee should determine, by majority vote, if the disciplinary procedure will take place at the club executive committee level or at the club membership level.

If handled by the club executive committee, this procedure should be followed:

- a. Recommendation of discipline or membership termination by a majority vote of the club executive committee.
- b. Written notice of the proposed action and reason(s) therefore to the member.
- c. Opportunity for the member to respond, verbally or in writing, to the charges within 15 days after notification. If requested by the member, the club executive committee will give the member an opportunity to appear before the committee to discuss the issue. If the member chooses to appear, he or she will be notified of the date and place of the meeting.
- d. Distribution of copies of the charges, and any response from the member, to the members of the club executive committee.
- e. After the 15 day response time, a vote by the club executive committee on the proposed discipline or termination with:
  1. reasonable notice to the club executive committee of the agenda item.
  2. a quorum present (majority).
  3. two-thirds of those present and voting supporting discipline or termination.
- f. Notification to the club member of the action being taken and the right of appeal to the club within 15 days of date of notice.
- g. Notification to the entire club membership of the action taken.

If the procedure takes place at the club level, this procedure should be followed:

- a. Recommendation of discipline or membership termination to the club members by a majority vote of the club executive committee.

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- b. Written notice of the proposed action and reason therefore to the member.
  - c. Opportunity for the member to respond, verbally or in writing, to the charges within 15 days after notification. If requested by the member, the club will give the member an opportunity to appear before the club to discuss the issue. If the member chooses to appear, he or she will be notified of the date and place of the meeting.
  - d. Distribution of copies of the charges, and any response from the member, to the club membership.
  - e. After the 15 day response time, a vote by the club membership on the proposed discipline or termination with:
    1. reasonable notice to the membership of the agenda item;
    2. a quorum present (majority of active members); and
    3. two-thirds of those present and voting supporting discipline or termination.

If the member appeals the decision of the executive committee, the club will follow the same procedure as outlined in c, d and e above, with the understanding that the member's 15 day response time begins when he or she is notified of his or her right to appeal.

There is no appeal of the decision of the club.

These procedures also apply to club proceedings to not renew, suspend or take other disciplinary action regarding the membership of an individual member.

To be fair and reasonable, here are some important things that you will want to consider:

- Because discipline or termination is a personal matter, through the entire process do the best you can to keep the issue confidential within the club.
- Ordinarily, no person outside the club should be involved or attend any meeting of the club at which disciplinary action is discussed. It is best to excuse any guests or other people, such as district officers, from this portion of the meeting.
- Discussion leading up to the vote on termination or other disciplinary action should be limited to only those items which the member has been told are reasons for the proposed action.
- Any deviations from this process need to be justified by the circumstances, (e.g., threats to personal safety), and must be fair and reasonable. Each club is ultimately responsible for making its own interpretation of these procedures.

Discipline or termination of someone's membership can be a sensitive and emotional event. District leaders and WHQ can answer questions about the process to follow, but the disciplinary/termination procedure must be carried out solely by the club. Each club has autonomy as to who will be members. When issues that require discipline/termination arise, the club is the body that must attend to the issue. But the club should attempt to resolve the issue through discussion before taking steps to formally discipline or terminate the member.

# Appendix

**TOASTMASTERS**  
INTERNATIONAL

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# Web Resources

AC Application (PDF)	<a href="http://www.toastmasters.org/ACApp">www.toastmasters.org/ACApp</a>
Accredited Speaker Rules and Application (PDF)	<a href="http://www.toastmasters.org/asapp">www.toastmasters.org/asapp</a>
Adding New Members	<a href="http://www.toastmasters.org/AddNewMembers">www.toastmasters.org/AddNewMembers</a>
AL/DTM Application (PDF)	<a href="http://www.toastmasters.org/1228aldtm">www.toastmasters.org/1228aldtm</a>
Apply for Awards Online	<a href="http://www.toastmasters.org/ClubBusiness">www.toastmasters.org/ClubBusiness</a>
CC Application (PDF)	<a href="http://www.toastmasters.org/1225cc">www.toastmasters.org/1225cc</a>
CL Application (PDF)	<a href="http://www.toastmasters.org/CLApp">www.toastmasters.org/CLApp</a>
Communication Track	<a href="http://www.toastmasters.org/CommTrack">www.toastmasters.org/CommTrack</a>
DCP Rules and Requirements (PDF)	<a href="http://www.toastmasters.org/DCPmanual">www.toastmasters.org/DCPmanual</a>
District Web sites	<a href="http://www.toastmasters.org/Distwebsitelist">www.toastmasters.org/Distwebsitelist</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>
Organization Chart (PDF)	<a href="http://www.toastmasters.org/OrgChart">www.toastmasters.org/OrgChart</a>
Outstanding Toastmaster (PDF)	<a href="http://www.toastmasters.org/outstandingtm">www.toastmasters.org/outstandingtm</a>
Policies and Procedures	<a href="http://www.toastmasters.org/policiesandprocedures">www.toastmasters.org/policiesandprocedures</a>
Reporting Club Officer Information	<a href="http://www.toastmasters.org/clubofficerlist">www.toastmasters.org/clubofficerlist</a>
Speech Contest Rules (PDF)	<a href="http://www.toastmasters.org/rules2009">www.toastmasters.org/rules2009</a>
Speechcraft Description	<a href="http://www.toastmasters.org/Speechcraft">www.toastmasters.org/Speechcraft</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>
Youth Leadership Description	<a href="http://www.toastmasters.org/YLP">www.toastmasters.org/YLP</a>

# Tools for Success

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

1205	Catalog (1-2 free); add'l	\$1.50
1310B	Vice President Education Manual	\$3.00
1310C	Vice President Membership Manual	\$2.50
1310D	Vice President Public Relations Manual	\$2.50
1310E	Secretary Manual	\$2.50
1310F	Treasurer Manual	\$2.50
1310G	Sergeant at Arms Manual	\$2.50
1310H	Club Officer Manual Set	\$15.00
1111	Distinguished Club Program/ Club Success Plan	\$1.25
1173	Speech Contest Manual	\$2.00
99	Find Your Voice (up to 20 copies free); add'l	\$ .20
101	Confidence. The Voice of Leadership (up to 20 copies free); add'l	\$ .20
103	Clear Communication. Your Organization Needs It.	\$ .50
115	Toastmasters Can Help...Flier promotes how to gain confidence through membership (Set of 50)	\$2.50
114	Toastmasters – Because Public Speaking Skills Aren't Debatable...Flier promotes good communication skills acquired through Toastmasters (Set of 50)	\$2.50
116	How Confident Are You? (Set of 50)	\$2.50
124	All About Toastmasters	\$ .25
904	Visitor's Card...Handy guest card (Set of 30)	\$2.25
352	Note Cards...Blue ink on white paper (Set of 25)	\$7.50
5801	Club President Pin-plain	\$8.00
5802	Club President Pin with two zircons	\$18.00
5805	Club Secretary Pin	\$8.00
5806	Club Treasurer Pin	\$8.00
5807	Club Sergeant at Arms Pin	\$8.00
5808	Past Club President Pin-plain	\$8.00
5809	Past Club President Pin with two zircons	\$18.00
5810	Club Past Officer Pin with two zircons	\$18.00
5813	Vice President Education Pin	\$8.00
5814	Vice President Public Relations Pin	\$8.00
5815	Vice President Membership Pin	\$8.00
5801Z	Club Officer Pin Set	\$60.00
375	Gavel...wood finish	\$12.00
1968A	Club President Award	\$20.00
B30	Robert's Rules of Order Newly Revised... Basic parliamentary law handbook	\$18.00
508A	Honorary Club Membership Certificate	\$ .60
1140	Let The World Know!	\$2.50
262	High Performance Leadership	\$12.50
1115C	Outstanding Member Pin	\$3.50

## The Leadership Excellence Series

310	<b>The Leadership Excellence Series Set...</b> Complete set including PowerPoint slides.	\$43.00
311	<b>The Visionary Leader...</b> Discusses how leaders create and communicate a vision for their organization to help it be successful.	\$5.00
312	<b>Developing a Mission...</b> Addresses how successful leaders create and communicate a mission for their organization.	\$5.00
313	<b>Values and Leadership...</b> Examines values and how to employ them as you lead a team toward achieving a goal.	\$5.00
314	<b>Goal Setting and Planning...</b> Reviews the processes leaders use to set goals and develop plans to achieve these goals.	\$5.00
315	<b>Delegate to Empower...</b> Discusses how to effectively delegate tasks and responsibilities.	\$5.00
316	<b>Building a Team...</b> Reviews how to create and lead a team.	\$5.00
317	<b>Giving Effective Feedback...</b> Provides suggestions for offering feedback to others on their performance.	\$5.00
318	<b>The Leader as a Coach...</b> Discusses how to work with a team to help them improve.	\$5.00
319	<b>Motivating People...</b> Examines how to be sensitive to your team members' needs and create an environment that will motivate them.	\$5.00
320	<b>Service and Leadership...</b> Discusses how leaders serve others by offering their knowledge and skills to help others achieve a goal.	\$5.00
321	<b>Resolving Conflict...</b> Reviews how conflict occurs and what a leader can do to resolve it.	\$5.00

## The Better Speaker Series

269	<b>The Better Speaker Series Set...</b> A complete set of <i>The Better Speaker Series</i> modules, including PowerPoint slides.	\$40.00
270	<b>Beginning Your Speech...</b> Suggestions for starting off your speech right.	\$5.00
271	<b>Concluding Your Speech...</b> Tips for ending your speech with power.	\$5.00
272	<b>Take the Terror Out of a Talk...</b> Techniques for overcoming nervousness when speaking.	\$5.00
273	<b>Impromptu Speaking...</b> Don't be caught off balance when speaking off-the-cuff.	\$5.00
274	<b>Selecting Your Topic...</b> Running out of speech ideas? Here's how to develop new ones.	\$5.00
275	<b>Know Your Audience...</b> If you can relate to your audience, they will relate to you.	\$5.00

276	<b>Organizing Your Speech...</b> Once you know what to say, consider next the when and the how. . . . . \$5.00	294	<b>Creating the Best Club Climate...</b> Techniques for creating and maintaining a healthy club environment. . . . . \$5.00
277	<b>Creating an Introduction...</b> Great introductions should precede great speeches. . . . . \$5.00	295	<b>Meeting Roles and Responsibilities...</b> How members can successfully fill each meeting role. . . . . \$5.00
278	<b>Preparation and Practice...</b> Techniques for preparing and rehearsing your next speech. . . . . \$5.00	296	<b>Mentoring...</b> Explains the benefits to clubs and members of having a mentor program and the duties of mentors. With visuals and club Mentor Program Kit. . . . . \$15.00
279	<b>Using Body Language...</b> Techniques for using facial expressions, gestures and body movement to enhance a speech. . . . . \$5.00	297	<b>Keeping the Commitment...</b> Reviews the concepts in "A Toastmasters Promise." With visuals and handouts. . . . . \$6.00

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## The Successful Club Series

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289	<b>The Successful Club Series Set...</b> A complete set of <i>The Successful Club Series</i> modules, including PowerPoint slides. . . . . \$60.00	298	<b>Going Beyond Our Club...</b> Opportunities for members outside of the club. . . . . \$5.00
290	<b>The Moments of Truth...</b> How to recognize and deal with situations critical to club success. . . . . \$10.00	299	<b>How to be a Distinguished Club...</b> A terrific tool to use to explain and promote the Distinguished Club Program to the members of your club. Includes 1 copy of Distinguished Club Program booklet (Item 1111) . . . . . \$5.00
291	<b>Finding New Members for your Club...</b> Proven methods to help you seek out those vital new members! . . . . . \$5.00	300	<b>The Toastmasters Education Program...</b> What does it take to receive the Competent Communicator (CC) award? What about the Competent Leader? This module provides a terrific education program orientation. The information is valuable to new and experienced members. . . . . \$5.00
292	<b>Evaluate to Motivate...</b> Your club members will learn to give evaluations that benefit the speaker, the evaluator and the audience. . . . . \$5.00		
293	<b>Closing the Sale...</b> Exercise your powers of persuasion during those moments when a guest is deciding to join. . . . . \$5.00		

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

# Instructions for the Audit Committee

A club's treasury is important. Its funds pay for supplies and materials clubs need to conduct the Toastmasters educational program. When members pay dues to their club, they do so with the understanding that the money will be used appropriately for the benefit of the club. The club treasurer is responsible for keeping clear and accurate club financial records and for seeing that the club remains financially stable. Failure to maintain comprehensive records could result in a club losing its tax-exempt status.

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.

# Evaluation Guide

**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?

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- 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?

# Index

**TOASTMASTERS**  
INTERNATIONAL®

Accredited Speaker Program . . . . .	17	Evaluation Guide . . . . .	45
Age Limit for Membership . . . . .	32	Executive Committee . . . . .	26
Annual Business Meeting, Toastmasters . . . . .	21	Failing Speakers . . . . .	16
Appendix . . . . .	40	Fax Policy . . . . .	30
Area Council Meeting . . . . .	21	Fees for S/L and S/C Programs . . . . .	18
Area Governor Visit . . . . .	25	Fundraising . . . . .	35
Area Governor, Role of the . . . . .	25	Harrassment . . . . .	33
Assets, Club . . . . .	31	Honorary Club Membership . . . . .	20
Audit Committee, Appointing an . . . . .	23	Inactive Member . . . . .	31
Audit Committee, Instructions for . . . . .	44	Installing Club Officers . . . . .	28
Best Speaker Award . . . . .	20	Instructions for Audit Committee . . . . .	44
Best Table Topics . . . . .	20	Internal Revenue Service . . . . .	36
Calendar/Checklist, President . . . . .	9	International Convention . . . . .	22
Club Officer Elections . . . . .	27	International Speech Contest . . . . .	17
Club Officer Handbooks . . . . .	24	International Taped Speech Contest . . . . .	18
Club Officer Installation . . . . .	28	Invocations . . . . .	32
Club Officer List, Submitting . . . . .	24	IRS . . . . .	36
Club Officer Training . . . . .	8	Leadership Evaluation Guide . . . . .	45
Club Standards . . . . .	6	Leadership . . . . .	12
Club Surveys . . . . .	31	Liability . . . . .	36
Communication Achievement Award . . . . .	20	Mailing Labels, Use of . . . . .	32
Conducting Exec. Committee Meetings . . . . .	26	Manual Speech Credit . . . . .	16
Convention, International . . . . .	22	Member Lists, Use of . . . . .	32
Copyright/Trademark Policy . . . . .	30	Member, Inactive . . . . .	31
Credit Card Payment for Dues . . . . .	30	Members, Obligations of . . . . .	37
Credit for Conducting S/C . . . . .	19	Members, Voting in . . . . .	37
Credit for Conducting S/L . . . . .	19	Membership, Age Limit for . . . . .	32
Credit for Conducting Youth Leadership . . . . .	19	Membership Renewals . . . . .	23
Credit for Manual Speeches . . . . .	16	Membership, Termination of . . . . .	38
Credit, Purchasing Supplies on . . . . .	30	Nominating Committee, Appointing . . . . .	24
Discrimination . . . . .	32	Officer Installation Ceremony Script . . . . .	28
District Council Meeting . . . . .	21	Officer Manuals . . . . .	24
Dues, Credit Card Payment for . . . . .	30	Other Officer Standards . . . . .	14
Dues, Paying . . . . .	23	Outstanding Toastmaster . . . . .	20
Elections, Club Officer . . . . .	27		
Electronic Transmissions . . . . .	30		
Ethics and Conduct, Code of . . . . .	33		
Ethics, Campaign . . . . .	34		

---

Parliamentary Procedure . . . . .	26	Standards, Other Officers . . . . .	14
Passing/Failing Speakers . . . . .	16	Standards, President's. . . . .	7
Pledge of Allegiance. . . . .	32	Success/Communication Programs . . . . .	18
Policies, Toastmasters. . . . .	30	Success/Leadership Programs . . . . .	18
President's Standards . . . . .	7	Surveys, Club. . . . .	31
Proxy Certificates, How to Use . . . . .	21	Taped Speech Contest . . . . .	18
Quality Speeches . . . . .	16	TIPS. . . . .	24
Quorum in Club . . . . .	33	Toastmaster of the Year . . . . .	20
Renewals, Membership . . . . .	23	Tools for Success. . . . .	42
Resignation/Removal of Officers. . . . .	32	Trademark/Copyright Policy . . . . .	30
Script, Officer Installation . . . . .	28	Training, Club Officer . . . . .	8
Speakathon . . . . .	16	Using Proxy Certificates . . . . .	21
Speakout . . . . .	16	Voting in Members. . . . .	37
Speech Contests . . . . .	17	Web Resources . . . . .	41
Speech Marathon . . . . .	16	Years of Membership . . . . .	20
Speech Topics . . . . .	17	Youth Leadership Program . . . . .	18
Standards, Club . . . . .	6, 31		

