

TOASTMASTERS
INTERNATIONAL®

When You Are the

Sergeant at Arms

**A Guide to
Effective Club
Leadership**

TOASTMASTERS
INTERNATIONAL®

When You Are the Sergeant at Arms

A Guide to Effective Club Leadership

TOASTMASTERS
INTERNATIONAL®

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The Mission of the Club

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

The Mission of Toastmasters International

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

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

It is basic to this mission that Toastmasters International continually expand its worldwide network of 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.



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

6	You Are the Sergeant at Arms
7	Standards for Success
7	Club Officer Training
7	Schedule Meeting Location
7	Maintain Club Equipment
8	Attend Executive Committee Meetings
8	Arrange for a Replacement or Assistance
8	Prepare Your Successor for Office
8	Arrange Room and Equipment
9	Greet Guests and Members
9	Greet Visiting Officers
9	Arrange for Food Service
9	Ensure the Meeting Starts on Time
9	Collect Ballots and Tally Votes
10	Meeting Room Checklist
11	Your Leadership Opportunity
12	Calendar/Checklist
15	Appendix
16	Web Resources
17	Tools for Success
18	Standards for Other Officers
21	Protect the Toastmasters Name
22	Evaluation Guide
23	Index

You Are the Sergeant at Arms

As sergeant at arms, you are responsible for maintaining club properties, arranging the meeting room, and welcoming members and guests at each meeting. With your assistance, the club meeting can begin on schedule and a warm and friendly environment is established.

This office has many responsibilities, yet it also has many rewards. During your term you will have the opportunity to develop and practice leadership skills that you can use in all areas of your life through your service as chairman of the social and reception committee and as a member of the club executive committee. You'll learn to set goals, plan, develop strategies and recognize people for their efforts. These skills will be discussed in detail later in this book.

As a member of the executive committee, you are a part of a team that consists of the president, vice president education, vice president membership, vice president public relations, secretary, treasurer and immediate past president. Brief explanations of their duties are in the appendix. The executive committee is responsible for making your club dynamic and enjoyable for all members and for seeing that the club is a Distinguished Club. You can accomplish this through regular, productive executive committee meetings and through 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.

This manual contains all of the basic information you need to fulfill the role of sergeant at arms. In it you will find:

- a brief outline of the standards for sergeant at arms.
- detailed explanations of how to meet these standards.
- leadership techniques you can use to meet these standards.
- references to additional materials available to ensure a successful term of office.

Standards for Success

Each club officer must meet performance standards. Following is a brief outline of your standards as sergeant at arms.

Outside of the Club Meeting

1. Attend district-sponsored club officer training.
2. Schedule meeting location.
3. Maintain club equipment and check after every meeting to ensure adequate supplies are available.
4. Attend club executive committee meetings.
5. Arrange for a replacement when unable to attend a meeting and for assistance if necessary.
6. Prepare your successor for office.

At the Club Meeting

1. Arrange the room at least 10 minutes before the meeting begins. Make sure the lectern is in place, the banner displayed, evaluation forms and ballots distributed, awards, catalog, progress chart and educational material displayed, place cards arranged and name badges available.
2. Greet members and guests and arrange for guests to sit with members.
3. Greet the area governor and other visiting officers and escort them to the club president.
4. Arrange for food service at meal meetings.
5. Ensure the meeting starts on time.
6. Collect ballots and tally votes for awards.

Now that you have a general idea of your duties, let's study them more closely.

Club Officer Training

Every June, July and August and December, January and February your district conducts club officer training. 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 and provide an opportunity to share ideas and keep up on current information. You should make every effort to attend. 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.

Schedule Meeting Location

You are the liaison between your club and the management of your club's meeting place. You are responsible for seeing that the meeting room is reserved for each meeting.

Maintain All Club Equipment and Materials

After each meeting, pack up all club property and store it in a secure place. Some clubs have storage space at the meeting place. In other cases, the sergeant at arms keeps the equipment and materials between meetings.

Attend Executive Committee Meetings

Your club's executive committee should meet regularly to conduct club business and you should attend and participate in each meeting.

Arrange for a Replacement or Assistance

Occasionally you may be unable to attend a club meeting. On such occasions, you should arrange for someone—perhaps another club officer or a past sergeant at arms—to carry out your duties. Sometimes you may need extra help preparing the meeting room. Don't hesitate to ask other members to help.

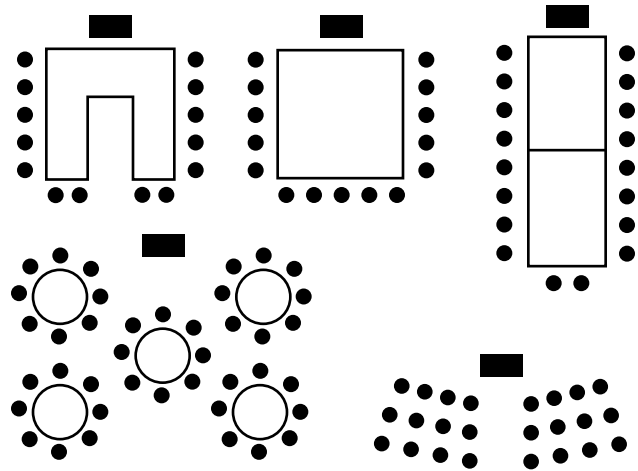
Prepare Your Successor

Once your successor is elected, help him/her to assume leadership. Make sure the newly elected sergeant at arms has a manual, review the standards for the office of sergeant at arms, and remind him or her to attend district-sponsored training programs. Discuss any unfinished business, turn over any files you may have, and offer advice or information the incoming officer may find helpful.

Arrange Room and Equipment for Each Meeting

Keys to a successful meeting are planning and preparation. Arrive at the meeting room at least 30 minutes early. (See checklist of tasks on page 10.) Start by arranging the tables and chairs. Your arrangement depends on the size and shape of the room, the number of people attending, the number of tables available and the preferences of your club.

Basically, you will arrange seating so all members can see the lectern and, if possible, one another. It's also helpful if all members are seated at tables so they have a surface on which to write or place their materials. All tables and chairs should be in place before members and guests arrive. Following are some suggestions for different arrangements:



After you have arranged the tables and chairs, set out the following:

- lectern
- gavel
- club banner
- national flag (optional)
- timing lights
- guest book (Item 84)
- promotional brochure (Item 99)
- nametags (for guests) (Item 231)
- ballots (Item 163)
- trophies, ribbons, buttons, etc.
- club charter
- educational materials, club newsletters, etc., for members to see

The club banner should be placed in the front of the room behind the lectern, to the left or right. The timing lights should be placed where they can be seen by the speaker but are not distracting. The best place to display them is toward the rear of the room to the right or left. The national flag, if displayed, should be placed to the left of the lectern from the audience's perspective.

If possible, set a table near the door. On it display the guest book (Item 84) and nametags (Item 231) for guests, promotional brochure (Item 99), club newsletters, the Catalog (Item 1205) with order forms (Item 1205A) and extra copies of the *Toastmaster* magazine. (Members who belong to more than one club may donate their extra magazines to the club for guests.)

Check the room temperature before the meeting begins.

After the meeting, return the room to its original configuration and state of cleanliness. This will help your club maintain good relations with the management of your meeting place.

Greet Guests and Members at Each Meeting

Finish your room preparations in time to begin greeting people as they arrive.

This is one of your most important functions as sergeant at arms. You should be standing by the door when the first person arrives, and remain there until the meeting begins. Smile and welcome everyone as they enter. Pay special attention to guests and new members and arrange for them to sit with experienced Toastmasters. Have all guests sign the guest book and give each a nametag to wear during the meeting.

During the meeting, sit near the door so you can welcome late arrivals, prevent interruptions and do any necessary errands.

Present a Promotional Welcome Ribbon (Item 393) for that added “wow” factor.

Greet the Area Governor and Other Visiting Officers

At least twice each year your area governor will visit your club and want to observe the meeting and talk with officers. If yours is a company club, a company officer may attend occasionally. Warmly welcome guests such as these and escort them to the president.

Arrange for Food Service at Meal Meetings

If a meal is served during the meeting, it's your responsibility to determine how many and what kind of meals must be prepared and to notify the restaurant. If you must collect payment from members, do so before the meeting begins or during a break. If coffee, tea or water is available during the meeting, serve it yourself to avoid having members moving around while someone is speaking.

Ensure the Meeting Starts on Time

Make sure that everyone is seated and ready to start the meeting at the appointed time.

Collect Ballots and Tally Votes for Awards

If your club presents awards to the Best Speaker, Best Evaluator and others during club meetings, you may be responsible for the voting process. Ask if your club uses a separate vote counter. Once you've confirmed that it's your job, you can take a few steps to succeed at it. First, keep plenty of blank ballots (Item 163) on hand and distribute them before the meeting begins. Then, when members have marked their ballots, collect them and count the votes for each award. Finally, give the results to the Toastmaster, or announce them yourself when called upon.

Meeting Room Checklist

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Here is a checklist of tasks for preparing your club meeting room.

- ___ Arrange tables and chairs
- ___ Check room temperature
- ___ Set up lectern at the front of the room
- ___ Place gavel on lectern
- ___ Hang club banner behind the lectern to the left or right
- ___ Display the national flag (optional) at the front of the room to the left of the lectern
- ___ Set up timing lights toward the rear of the room to the right or left where they are visible to the speaker
- ___ Set guest book, pen and nametags for guests on a table near the door
- ___ Set out promotional brochures, educational materials, club newsletters, guest book, Toastmasters International Catalog, order forms, the *Toastmaster* magazine, club charter and other materials on a table near the door
- ___ Place ballots at each seat
- ___ Display trophies, ribbons, buttons, etc. at the front of the room near the lectern so they are visible to the audience

Your Leadership Opportunity

As sergeant at arms, you have many responsibilities – too many to carry out alone. You'll need others to work with you to ensure that your club meetings are the best they can be and to make members and guests feel welcome.

One of your responsibilities is to influence and inspire social and reception committee members and other club members and motivate them to achieve goals. Your position as sergeant at arms is a terrific opportunity for you to develop and enhance your leadership skills while serving your club.

Successful leaders:

Set goals. As a member of your club's executive committee, you work with the committee to establish goals for the term. You also work with the social and reception committee to establish committee goals. For example, one of your committee's goals may be to make sure that each member and guest is greeted with a warm smile and a handshake upon arrival at every meeting.

Plan how to accomplish goals. Once goals are established, leaders draw up a plan of action to accomplish the goals. They break the big goal into smaller goals. Then they develop strategies and timetables from which to work.

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

Recognize achievement. Leaders reward those team members who perform well. The reward isn't necessarily tangible – a "thank you," congratulations or a smile will often suffice. Make a point to personally congratulate members who achieve and see that an announcement is made during a club meeting.

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.

Leadership Opportunities Beyond the Club

Your club is only one place in which to develop and practice leadership skills. Toastmasters International has other leadership development opportunities, too. You can serve as an area governor or division governor in your district, helping clubs to function effectively. You can even become public relations officer, lieutenant governor marketing, lieutenant governor education and training or district governor. Service in these district positions provides the opportunity to learn new skills and to work with a variety of people all concerned with achieving common goals. Eventually you could be elected to the Toastmasters International Board of Directors and maybe even to the presidency of our organization. The possibilities are endless.



Sergeant at Arms Calendar/Checklist

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

June

Before taking office in July, you should:

- Attend district-sponsored club officer training program.
- Meet with outgoing executive committee and obtain files and materials from outgoing sergeant at arms.
- Meet with executive committee to complete Club Success Plan.
- Work with executive committee to develop club budget.
- Review TI Catalog and order materials.
- Ask 1-3 members to serve on social and reception committee.
- Obtain sergeant at arms manual from president and read it.
- _____
- _____

July

- Attend district-sponsored club officer training program if you didn't attend in June.
- Attend and participate in executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- _____
- _____

August

- Attend district-sponsored club officer training program if you didn't attend in June or July.
- Attend and participate in executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- _____
- _____

September

- Attend and participate in executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- _____
- _____

October

- Attend and participate in executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- _____
- _____

November

- Attend and participate in executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- If club elects semiannually, prepare to give files, manual and materials to incoming sergeant at arms.
- _____
- _____

December

- Attend district-sponsored club officer training program.
- If club elects semiannually, prepare to give files, manual, and materials to incoming sergeant at arms.
- Attend and participate in executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable.

If the club elects semiannually, the incoming sergeant at arms should:

- Attend district-sponsored club officer training program.
- Ask 1-3 people to serve on social and reception committee.

- Meet with incoming executive committee to develop club budget.
- Read sergeant at arms manual.
- _____
- _____

January

- Attend district-sponsored club officer training program if you didn't attend in December.
- Attend and participate in executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- _____
- _____

February

- Attend district-sponsored club officer training program if you didn't attend in December or January.
- Attend and participate in executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- _____
- _____

March

- Attend and participate in executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- _____
- _____

April

- Attend and participate in executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- _____
- _____

May

- Attend and participate in executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable.

- Prepare to give files and materials to newly elected sergeant at arms.
- _____
- _____

June

- Attend and participate in executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- Meet with incoming executive committee and give files to newly elected sergeant at arms. Help prepare new sergeant at arms for office.
- _____
- _____

Appendix

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Web Resources

Club Officer Roles	www.toastmasters.org/ClubOfficers
Communication Track	www.toastmasters.org/CommTrack
Conduct Club Business	www.toastmasters.org/ClubBusiness
DCP Rules and Requirements (PDF)	www.toastmasters.org/DCPmanual
Educational Program	www.toastmasters.org/EducProgram
Leadership Track	www.toastmasters.org/LeadTrack
Logos	www.toastmasters.org/Logos
Meeting Roles Descriptions	www.toastmasters.org/meetingroles
Order Form (PDF)	www.toastmasters.org/orderform
Order Products Online	www.toastmasters.org/shop
Organization Chart (PDF)	www.toastmasters.org/OrgChart
Policies and Procedures	www.toastmasters.org/policiesandprocedures
WHQ E-mails for Member Questions	www.toastmasters.org/departments

Tools for Success

Following are some materials you may want to order to ensure a successful term as sergeant at arms:

163	Ballots and Brief Evaluations... Perforated form with ballots for best speaker, evaluator, and Table Topics speaker, with space for brief comments (Set of 500)	\$12.95	1205	Catalog (up to 2 copies free) Each addt'l copy	\$1.50
163	Promotional Welcome Ribbons Beautiful ribbon to make them want to come back for more! (Set of 10)	\$5.00	84	Guest Book... For recording names and addresses of guests	\$8.00
			231	Guest Badge – Visitor’s Card (Set of 25)	\$3.50
			13100	Sergeant at Arms Essentials Use these essential items to make your term as club sergeant at arms a success!	\$16.00

Order online at www.toastmasters.org/shop

Standards for Other Officers

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

President. The president serves as the club's chief executive officer, responsible for general supervision and operation of the club. Standards outside of the club meeting are to:

- Attend district-sponsored club officer training
- Ensure club officers meet club officer and club meeting standards
- Oversee plan to achieve Distinguished Club Program goals and ensure club is a Distinguished Club
- Encourage communication and leadership development through promoting of CC, AC, CL and AL awards
- Ensure club has an ongoing membership building program
- Attend and vote club's proxy at district council meetings or ensure club member attends and proxies vote to that member
- Attend regional conference and International Convention and vote club's proxy or send proxy to district governor
- Oversee administrative operation of club in compliance with the Club Constitution and Bylaws
- Maintain relationship with the district and with Toastmasters International
- Schedule and chair monthly executive committee meeting
- Arrange for a replacement if unable to attend a club or executive committee meeting
- Search for leaders, ensure all club offices are filled for the succeeding term, and ensure timely elections are conducted
- Prepare successor for office.

Standards at the club meeting are to:

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

Immediate Past President. The immediate past president provides guidance and serves as a resource to club officers and members. The immediate past president chairs the Nominating Committee, assists in the preparation of the Club Success Plan and promotes the club's efforts to become a Distinguished Club.

Vice President Education. The vice president education is responsible for planning successful club meetings so that each member has the opportunity to achieve his or her educational goals. He or she 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 confirmation 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 and preside when the president is absent
- 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 a 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 speakers’ Project Completion Record and ensure eligible members fill out their award applications • Preside over the meeting when the president is absent.

Vice President Membership. The vice president membership is the third-ranking club officer. Standards outside of the club meeting are to:

- 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. 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 is the fourth-ranking club officer. Standards outside of the club meeting are to:

- Attend district-sponsored club-officer training. • Protect and publicize the TI brand. • Promote the club to local media. • Maintain a club Web site. • Join a Toastmasters-moderated social networking Web site. • Produce and distribute a club newsletter, preferably via e-mail. • Promote membership programs. • Attend club executive committee meetings. • Attend other Toastmasters events. • Arrange for a replacement if unable to attend a club meeting. • Prepare your successor for office. Standards at the club meeting are to:
- Announce upcoming events and programs. • Gather information for the newsletter or Web site by asking for story contributions or covering club news yourself. • 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 the club officer list by visiting members.toastmasters.org or mail it to World Headquarters within 10 days after elections • Handle general club correspondence • Keeps club files, including the club charter, Constitution and Bylaws, minutes, resolutions and correspondence • Attend club executive committee • 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 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 meeting • 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. (see your standards elsewhere in this manual)

Protect the Toastmasters Name

Protect the Toastmasters Name

As VPPR, you're a guardian of the organization's image. It's important that you consider Toastmasters' branding guidelines and properly brand your club's promotional material. Is it professional in appearance? Does it represent TI as an organization at its best? Whether you're sending an e-mailed newsletter, updating your club's Web site or communicating to the public in any other way, always consider the image you want to project for your club and Toastmasters International. The first step in accomplishing this is in protecting the use of the Toastmasters logo and text emblem.

The Globe Logo vs. the Text Emblem: Which to use?

The Toastmasters "globe" logo is recognized worldwide. But over the years, the organization has also used a graphic image of the Toastmasters name as an alternative or in addition to using the official logo. This text emblem can, at times, be a better representative of Toastmasters International, depending on the project at hand. Both the logo and the alternative text emblem are acceptable to use on official Toastmasters materials. You're encouraged to use the text emblem as it best suits your needs: in addition to the logo or instead of the logo. But you should know the rules for using the logo and the text emblem, in any case:

- **Using Existing Toastmasters Products.** Toastmasters' manuals, programs, and other materials are copyrighted and may not be reproduced in any form without advance written permission from WHQ. So if you find materials that carry a logo or text emblem, be sure to ask for permission by e-mailing trademarks@toastmasters.org before copying and distributing any of it.
- **Using the Logo or Text Emblem on Your Own Materials.** The names "Toastmasters" and "Toastmasters International" as well as the logo are trademarks and cannot be printed, engraved or placed on any other items (e.g. badges, trophies, plaques, certificates, coffee mugs, clothing, etc.) without written approval from WHQ. Any such use is a violation of trademark law and TI policy. For example, Club 9999 may not purchase trophies from a local shop and have "Toastmasters International" engraved on them. They can be used, however, for official Toastmasters documents, such as a club or district newsletter.

This is only part of the story. Be sure to visit www.toastmasters.org/brandtm and search for "logos" to read more about the appropriate use of the logo and the text emblem. You can also search for "brand" for information on protecting and promoting the Toastmasters brand.

Leadership Evaluation Guide

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

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

- What new information or practices did the sergeant at arms learn at club officer training and other district events that he or she shared with the club?
- Was all club equipment maintained?
- Did the club always have sufficient supplies for each meeting?
- What administrative challenges did you observe the sergeant at arms face during his/her term and how effective was his/her response to these challenges?
- Were all members and guests warmly greeted?
- Were special guests such as the area governor greeted and escorted to the club president?
- Please offer any ideas you have to assist the sergeant at arms with his or her service to the club.

Index

TOASTMASTERS
INTERNATIONAL

Arrange Room and Equipment	8	President, Standards for	18
Ballots, Collecting	9	Progress, Monitor	11
Banner, Club	8, 10	Promise, A Toastmaster's	4
Branding	21	Recognition	11
Calendar/Checklist	12	Standards, Summary of	7
Checklist, Meeting Room	10	Room and Equipment, Arranging	8
Club, Mission of the	3	Secretary, Standards for	19
Club Banner	8, 10	Social and Reception Committee	9
Club Officer Training	7	Storage	7
Collecting Payment	9	Tables and Chairs, Arranging	8
District Officer, Serving as a	11	The <i>Toastmaster</i> Magazine	8, 10
Equipment, Storage of	7	TIPS	8, 10
Executive Committee	6, 8	Toastmasters International, Mission of	3
Food Service, Arranging for	9	Toastmaster's Promise, A	4
Goal-setting	11	Tools for Success	17
Greeting Members and Guests	9	Training, Club Officer	7
Guest Book	9, 10	Treasurer, Standards for	19
Guests and Members, Greeting	9	Vice President Education, Standards for	18
Leadership	11	Vice President Membership, Standards for	19
Logos	21	Vice President Public Relations, Standards for	19
Meeting Equipment	8	Web Resources	16
Mission of the Club	3		
Mission of Toastmasters International	3		
Monitor Progress	11		
Nametags	8, 10		
Newsletters, Club	8, 10		
Officer Standards	18		
Payment, Collecting	9		
Planning	11		

