

TOASTMASTERS
INTERNATIONAL®

When You Are the

Vice President Education

**A Guide to
Effective Club
Leadership**



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A Guide to Effective Club Leadership

TOASTMASTERS
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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.



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You Are the Vice President Education

The office of vice president education is a critical office in a Toastmasters club.

The Toastmasters educational program is the heart of our organization and it's through the work of the vice president education that the mission of the club is accomplished.

As vice president education, you are responsible for providing and maintaining the positive environment and the programs through which members can develop their communication skills. With learning opportunities, dynamic meeting programs, and a friendly atmosphere, your club will have satisfied members and continue to grow. Your efforts also will help the club become a Distinguished Club, which should be an annual goal.

This office carries many responsibilities, yet it also has many rewards. As chair of the education committee and a member of the club executive committee, you will have the opportunity to develop and practice leadership skills. You will learn to set goals, plan, develop strategies, delegate, coach, and recognize people for their efforts. These skills will be discussed in detail later in this book.

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 serv-

ing 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 will be invaluable to you throughout your office term. However, it should not be your only resource. References to other useful materials appear throughout this manual and in the appendix. You'll also find helpful information on the Toastmasters International Web site, members.toastmasters.org. The club officer training programs conducted by your district, which are discussed below, also are invaluable.

Standards for Success

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.

Vice President Education's Standards

Following is a brief outline of your standards as vice president education; the rest of this book explains how to fulfill these standards.

Outside of the Club Meeting

- 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 members to earn the next level of achievement and track their 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 club or executive committee meeting.
- Prepare successor for office.

At the Club Meeting

- 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 Records and ensure eligible members fill out their award applications.
- Preside over the meeting when the president is absent.

The educational growth of your club's members depends on the Toastmasters program. It is your responsibility to administer the program and provide the proper environment in which members can develop their communication and leadership skills. The appendix contains additional tools and resources you will find helpful. The Vice President Education's Calendar/ Checklist will be especially useful. It lists by month the activities and events you should be addressing. The Toastmasters Catalog (Item 1205) and Web site (members.toastmasters.org) also are excellent sources of information.

Now that you're familiar with your standards, let us study them more closely.

Club Officer Training

Every June, July and August and every 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's Web site for information about the next program. Links to district Web sites are available at www.toastmasters.org/distwebsiteslist.

Plan Club Meetings

The club meeting is the most important part of the Toastmasters experience. Enjoyable, dynamic, well-conducted meetings keep members interested and active, and they attract new members to your club. Dull, boring, poorly conducted meetings drive members away.

What makes a great club meeting?

- Meetings begin and end on time.
- All meeting participants arrive on time and are prepared.
- Members and guests are greeted as they arrive and are made to feel welcome.
- The program is fast-paced, interesting, and enjoyable.
- Transitions between segments are smooth.
- All members present have an opportunity to participate.
- Evaluations are helpful and constructive and contribute to members' personal growth and improvement.
- Members' achievements are recognized.
- Members are enthusiastic and enjoy the club.

Meeting Tips

Your club meeting should be a showcase event, well planned and conducted, and full of variety. Suggestions for club programs can be found in *Toastmasters, Master Your Meetings* manual (Item 1312).

Plan each program for your entire term as soon as you take office. Before your term officially begins you and the education committee should determine if the

club is meeting members' needs. Ask every member to complete the Member Interest Survey (Item 403). Use the completed surveys to create an educational plan for the club. Have members fill out the survey several times during the year so you and your committee stay informed about changes to members' needs, goals and progress and then modify your club's educational plan accordingly.

Your education plans should each cover a three-month period. You should plan each quarterly program for your entire term as soon as you take office. You will need to develop specific programs several weeks in advance. Use the following checklist to help you develop education programs.

Checklist

1. Before developing your quarterly program:
 - Check the calendar. Note special holidays that occur during the quarter.
 - Review your club's history. List any traditional club meetings or anniversaries occurring during the quarter.
 - Review the area and district calendars for scheduled activities.
 - Determine if other committees within your club are planning any special events.
 - Analyze the Member Interest Surveys.
2. Develop your educational programs.
3. Order the needed materials well in advance and advise the club secretary/treasurer of your order.

Schedule meeting assignments at least four weeks in advance, rotating assignments so all club members can participate. Use the sample schedule in the appendix. Confirm each schedule five to seven days before the meeting. Make sure all participants – especially new members – know and understand their duties so they can prepare well before the meeting. Every member needs to study the About Your Club section of the CC manual to review the responsibilities of each meeting participant.

Assign such roles as Toastmaster or general evaluator to more experienced members (the Toastmaster should have completed at least three manual speeches); assign such roles as timer or Ah-Counter to less experienced members. Try to include at least three prepared speeches at each meeting, mixing speeches from the *Competent*

Communication and advanced manuals. Schedule alternate speakers for each meeting; these people should be prepared to fill in should a scheduled participant be unable to attend. [Some clubs assign one person to a "Hot Seat." This person must be prepared to fill in for any participant (including Toastmaster, Topicsmaster, speaker, etc.) should the need arise.] Send out program assignment notices (Item 900) or send an e-mail to participants to remind them of their duties.

Encourage creativity in subjects for Table Topics. For ideas, refer to the Table Topics manual *Think Fast!* (Item 1315), "Stand Up and Speak! Table Topics Game" (Item 1316), a "Chat Pack" (Item 1319") or the *Master Your Meetings* manual (Item 1312).

Periodically, schedule someone to speak on an educational topic of interest to members, such as vocal variety, gestures, visual aids, etc. Conduct one of the Success/Communication or Success/Leadership programs or present a module from *The Better Speaker Series*, *The Leadership Excellence Series* or *The Successful Club Series*.

Prepare a written agenda for distribution to all club members. Written agendas are essential to any successful, productive meeting. Agendas keep the club on track and on time. Prepare the agenda yourself, or delegate this task to the Toastmaster of the meeting. Sample agendas are in the appendix.

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.

The Better Speaker Series

Each module in this series offers tips and techniques for improving a specific speaking skill. Most modules are five to 10 minutes long. Each module can be presented during a club meeting by the vice president education or another member and includes a script and

PowerPoint presentation. See the online catalog for details and prices. Note: These programs may not be used for manual speech projects.

The Successful Club Series

Every club member is responsible for the success of the club. This set of programs addresses what all members can do to have quality club meetings. It also offers tips on attracting and maintaining a healthy membership level. Each module can be presented during a club meeting by the vice president education or other member. Most modules are 10-15 minutes in length and include a script and PowerPoint presentation. Note: These programs may not be used for manual speech projects. See the online store for details and prices. The modules Evaluate to Motivate, Moments of Truth, Mentoring, and Finding New Members for Your Club should be conducted annually.

The Leadership Excellence Series

Each module in this series offers tips and techniques for developing leadership skills. Each module can be presented during a club meeting by the vice president education or another member and includes a script and PowerPoint presentation. See the online store for details and prices. Note: These programs may not be used for manual speech projects.

Promote Participation in the Educational Program

The educational program is the heart of your Toastmasters club. It is the means through which members develop their communication and leadership skills. As vice president education, it's important that you understand the Toastmasters educational system, and encourage members to earn Competent Communicator (CC), Advanced Communicator (AC), 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 this system. Almost all new members join Toastmasters for the benefits this track offers. Some also become involved in the leadership track. Members may participate in both tracks at the same time.

Communication Track

The core of the communication track is the *Competent Communication* manual, which contains 10 speech projects. Every new member is sent the manual within 48 hours after his/her Application for Membership (Item 400) is received at World Headquarters.

The manual helps members develop the basic skills needed to prepare and present an effective speech. Every speech a member presents in the club should be a manual speech. Since each speech project builds upon the skills used in previous projects, members should complete the projects in consecutive order. Members may give up to two speeches per manual outside the club environment with advance approval from the vice president education. All project objectives must be met, including time. Members must receive both written and verbal evaluations for each speech from another Toastmasters member in order to receive credit toward any award.

The Competent Communicator (CC) Award

Members who complete the *Competent Communication* manual are eligible for Competent Communicator (CC) recognition. When a member finishes all 10 projects, he/she should complete the CC application form in the manual and ask a club officer to submit it online through the Toastmasters International Web site, members.toastmasters.org, or by fax or mail. The member will receive a CC certificate and, if this is his/her first CC award, two *Advanced Communication Series* manuals free of charge.

Advanced Program

After receiving CC recognition, a member can enter the advanced communication program. This program consists of 15 manuals, each containing five speech projects.

Each manual helps members further develop speaking skills and offers practical experience in handling a variety of speaking situations. You may want to display these manuals at every meeting. Manual descriptions and prices are available at the online store.

Members working in the advanced manuals are eligible for several awards.

Advanced Communicator Bronze (ACB) Award

To be eligible for this award, members must have:

- Achieved Competent Communicator (or Competent Toastmaster) award
- Completed two Advanced Communication manuals

Advanced Communicator Silver (ACS) Award

To be eligible for this award, members must have:

- Achieved Advanced Communicator Bronze award (or Able Toastmaster award or Advanced Toastmaster Bronze award)
- Completed two additional advanced manuals (may not be those completed for any previous awards)
- Conducted any two programs from *The Better Speaker Series* and/or *The Successful Club Series* (may not be those conducted for any previous awards)

Advanced Communicator Gold (ACG) Award

To be eligible for this award, members must have:

- Achieved Advanced Communicator Silver award (or Able Toastmaster Bronze award or Advanced Toastmaster Silver award)
- Completed two additional advanced manuals (may not be those completed for any previous awards)
- Conducted a Success/Leadership program, Success/Communication program or a Youth Leadership program (may not be those conducted for any previous awards)
- Coached a new member with the first three speech projects

By the time a member earns the Advanced Communicator Gold award, he or she will have completed six of the available 15 *Advanced Communication Series* manuals and will have learned many valuable advanced speaking skills.

Award applications may be submitted online by a club officer through the Toastmasters International Web site, www.toastmasters.org/clubBusiness or by fax or mail. Applications are in the back of each advanced manual and online at www.toastmasters.org/CommTrack. All award recipients are sent a certificate and, if they wish, World Headquarters will send a letter to their employer about their achievement.

Every Member a CC

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.

Display the *Competent Communication* and advanced manuals, and other educational material, at each club meeting. Encourage all members to work in the manuals, and monitor their progress. Whenever a member completes a manual speech or other activity required for an award, mark it on the Project Completion Record in the member's manual, on the Competent Communication Wall Chart (Item 307) and the Member Achievement Record (Item 1328).

When a member has fulfilled the requirements for an award, meet with that member right away and help fill out the appropriate award application. Complete the application online or mail or fax it immediately to World Headquarters.

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 to their fellow members, who evaluate the presentations and help the members to 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 carefully prepared to allow the speaker to focus on the project's objectives.
- All speeches must receive both written and oral evaluations.
- Each Toastmaster is limited to one speech at any meeting for credit toward any CC or AC award.

Quality Speeches

As vice president education, you must encourage quality speeches – speeches that are well prepared and appropriate, and that fulfill project objectives. 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 to 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.

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.

If you or someone in your club has professional-level speaking skills, request the Accredited Speaker Program brochure and application from World Headquarters or get one from the Toastmasters International Web site, www.toastmasters.org/asapp. Deadline each year for entries is November 1.

Leadership Track

The leadership track helps members learn and practice leadership skills. By serving in club meeting roles and club and district leadership roles, members develop such skills as planning, motivating and managing.

Competent Leader (CL) Award

Members who complete the 10-project *Competent Leadership* manual are eligible for Competent Leader (CL) recognition. The manual helps members develop leadership skills while serving in various club meeting roles. Members will receive a CL certificate and, if they wish, World Headquarters will send their employer a letter about their accomplishment.

Advanced Leader Bronze (ALB) Award

To be eligible for this award, a member must have:

- Achieved Competent Leader award by completing the *Competent Leadership* manual
- Achieved Competent Communicator award (or Competent Toastmaster award)
- Served at least six months as a club officer (president, vice president education, vice president membership, vice president public relations, secretary, treasurer or sergeant at arms) and participated in the preparation of a Club Success Plan while serving in this office
- While serving in the above office, participated in a district-sponsored club-officer training program
- Conducted any two programs from *The Successful Club Series* and/or *The Leadership Excellence Series* (may not be those completed for previous awards)

Advanced Leader Silver (ALS) Award

To be eligible for this award, a member must have:

- Achieved Advanced Leader Bronze award (or “old” Competent Leader award)
- Served a complete term as a district officer (district governor, lieutenant governor, public relations officer, secretary, treasurer, division governor or area governor). A complete term is defined as having served at least from September 1 through June 30. Those assuming office after September 1 do not qualify as having served a full term.
- Completed a *High Performance Leadership* program (see below)
- Served successfully as a club sponsor, mentor or coach

Award applications may be submitted online by a club officer through the Toastmasters International Web site, www.toastmasters.org/clubBusiness or by fax or mail. Award applications can also be downloaded from www.toastmasters.org/LeadTrack. All leadership award recipients are sent a certificate and, if they wish, World Headquarters will send a letter to their employer about their achievement.

High Performance Leadership

High Performance Leadership (Item 262) helps members develop leadership skills. The program features five

projects offering instruction and practice in such vital leadership areas as developing a vision, goal-setting and planning, developing plans and strategies and team-building. It also gives the member feedback on his or her leadership skills. The program may be completed within the member’s Toastmasters club, area or district, and even within his or her company or community.

Distinguished Toastmaster (DTM) Award

The Distinguished Toastmaster (DTM) award is the highest award our organization bestows and it recognizes both communication and leadership skills. To be eligible for the DTM award, a member must have:

- Achieved Advanced Communicator Gold (or Advanced Toastmaster Gold) award
- Achieved Advanced Leader Silver (or Advanced Leader) award

The award application may be submitted online by a club officer through the Toastmasters International Web site, www.toastmasters.org/clubBusiness, or by fax or mail. Applications are also online at www.toastmasters.org/LeadTrack.

Members receiving the DTM award will receive a plaque and are mentioned in the *Toastmaster* magazine’s Hall of Fame. Award recipients may instruct World Headquarters to send a letter to their employer about their achievement.

Every Member a CL

Get commitment from members to achieve the CL award and get commitment from CL recipients to earn the AL award. Monitor members’ progress toward these awards using the Member Achievement Record (Item 1328).

Submitting Applications

When submitting applications for any award to World Headquarters, remember the following:

- All requirements must be fulfilled before the applicant is eligible for the award. No exceptions can be made to award requirements.
- An applicant must be a current member at the time the application is received by World Headquarters. Current members are those whose dues for the

current dues period have been received at World Headquarters and whose names appear on the club membership roster submitted to World Headquarters. Please submit all award applications promptly to World Headquarters to ensure that all members receive the recognition they deserve.

- Distinguished Club Program credit for awards can be given only to one club of which the award recipient is a current member.
- Certificates are mailed within five to seven working days after the application is received.
- The vice president education must sign all award applications. If the VPE is unavailable or if the application is for the vice president education, another current club officer must sign it.

If you are planning to fax award applications, letters, orders, etc., to World Headquarters, you should be aware that it is the responsibility of the sender to ensure the successful transmission of any document. World Headquarters is not responsible for any illegible or incomplete documents it receives via fax, for fax machine malfunctions or failures, or for busy signals. Visit www.toastmasters.org for the complete Fax machine and electronic transmission policy.

Recognize Achievement

Promptly recognize those members who receive Toastmasters awards. Recognition further motivates the recipients and creates role models for other club members. It also demonstrates the club's standards of excellence.

Recognition can be easy and inexpensive. Here are some suggestions:

- Present certificates during a special ceremony held at a club meeting. Some clubs also purchase pins or badges to give to recipients.
- Publish news of the award in the club's newsletter or on the Web site and notify the district newsletter editor/Webmaster.
- Hold an annual banquet honoring award recipients.
- Establish a place at your meeting site to display award recipients' photographs and information about their awards.
- Send a personal letter to recipients congratulating them on their accomplishments.
- Make it a practice for all club members to congratulate award recipients.

Recognize members for other accomplishments both inside and outside of the club. Promotions, marriages, births, and participation in speech contests or other Toastmasters activities all warrant an announcement to the club.

Remember, recognition is most effective when it's delivered in public. It's also most effective when delivered immediately after the award is achieved.

Make Sure All Members Know How to Evaluate

Evaluation is a critical part of the Toastmasters educational program. Evaluation is the means by which we improve, so it's vital that all members know how to evaluate properly. "Whitewash" evaluations (the kind where evaluators say, "What a great speech! I couldn't find anything wrong with it.") do not help anyone improve, nor do evaluations that are destructive or that embarrass the speaker or leader.

Remind members to periodically review the manual *Effective Evaluation* (Item 202), which they received as part of their New Member Kit. Keep a copy on hand to lend to those who have lost theirs.

Make sure that everyone receives a written evaluation and a fair verbal evaluation. If your club has many new members, or if you believe that some members are having difficulty evaluating, conduct Toastmasters' *Success/Communication* module, *The Art of Effective Evaluation* (Item 251) or *The Successful Club Series* module *Evaluate to Motivate* (Item 292). If you have one member who gives consistently poor evaluations, you may want to meet with him or her privately, stress the importance of good evaluations and review the evaluation process.

Speechcraft and Other Success/Communication and Success/Leadership Programs

The *Success/Communication* and *Success/Leadership* programs are a series of modules to help develop communication and leadership skills. These 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 acting as representatives for their clubs.

Each program is designed to be conducted as a seminar, with a club member serving as seminar leader or “coordinator.” The program includes a script and instructions. Most programs also include visuals and notebooks for participants. See the online store for details and prices.

Program Fees

Clubs may charge a reasonable fee for conducting any *Success/Communication* or *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 way for your club to work with young people while building goodwill in the community. All programs must be presented by club members acting as representatives for their clubs, thereby preserving the programs’, clubs’, and organization’s identity.

Visit www.toastmasters.org/YLP for additional program information. The online store has prices for all program materials.

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

Recording Achievements as Program Coordinator

Members who coordinate and conduct one of the above programs should record it on a Member Achievement Record (Item 1328). When applying for the Advanced Communicator Gold (ACG) award, the member should use this recorded information to complete the application.

Each *Success/Communication* or *Success/Leadership* program (including Speechcraft) has just one coordinator. For example, a club conducts a Speechcraft program for 15 people with Janet Jones as coordinator. Only Janet may be recognized as coordinator, even if other members assisted her.

Other Toastmasters Activities

There is more to Toastmasters than just attending club meetings. When members become involved in activities in the club and at other levels of the organization, they gain even more knowledge and enjoyment.

Encourage members to help with the club newsletter or Web site and serve on various committees. Encourage speaker-evaluator exchanges, where two people from the club attend another club’s meeting. One participates as a speaker, and the other serves as evaluator for a speaker from the host club. This exposes them to new methods and feedback.

Persuade more advanced speakers to participate in the club speakers bureau, which provides additional experience in speaking outside of Toastmasters. (More on this later.)

Also encourage members to attend area, division, district and region events, such as speech contests and conferences. Read your district’s newsletter and announce upcoming events at each club meeting.

Administer Speech Contests

Speech contests provide an opportunity for participating members to grow and for nonparticipating 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 provides rules for the International Speech Contest, the Evaluation Contest, the Humorous Speech Contest, the Table Topics Contest and the Tall Tales Contest. The annual International Speech Contest is conducted at the club, area, division, district, regional and International levels.

The rulebook and the *Speech Contest Manual* (Item 1173) are mailed each October to club presidents. All other contest manual are available for purchase from the online store.

The International Speech Contest

The International Speech Contest is conducted annually. The contest should be conducted at the club level in January or February. The winner of the International contest becomes the "World Champion of Public Speaking." Clubs that do not belong to a district or that belong to provisional districts are not eligible to enter the contest; these clubs may enter the International Taped Speech Contest. Rules for the Taped Speech Contest are in the contest rulebook.

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

You are responsible for the contest; however, you may appoint a contest chairman if you wish. In either case, it's important that you and the contest chairman are familiar with the contest rules and procedures. Read the *Speech Contest Manual* (Item 1173) and the International Speech Contest Rules (Item 1171) and be sure to follow them carefully. The rules are also available at www.toastmasters.org/rulebook.

It's especially important that you are familiar with the eligibility requirements for the International Speech Contest. To be eligible to compete in the contest, an individual must:

- be an active Toastmaster in good standing of a club in good standing.
- have completed at least six projects in the *Competent Communication* manual.
- If a new, dual or reinstated member, have dues current with Toastmasters International.

It's important that you check the eligibility of each member who competes in the club's International Speech Contest. Those who are found ineligible at later levels of the contest will be disqualified.

A Toastmaster can compete in more than one type of contest at the same time. For example, District 99 conducts its Evaluation and International Speech Contests in the spring. Betty Jones, a member of club 9999-99 and club 0000-99, enters both contests in both clubs. If she wins the Evaluation Contest in club 9999-99 and the International Speech Contest in club 0000-99, she can compete in both contests at the area

level. However, if she wins the Evaluation Contest in both clubs, she may represent only one of the clubs at the area Evaluation Contest, even if the two clubs are in different areas.

If you have any questions about eligibility and rules for the International Speech Contest or rules for Evaluation, Humorous, Table Topics, or Tall Tales contests, send an e-mail to speechcontests@toastmasters.org or call World Headquarters.

Training Judges

Judging a speech contest is different from evaluating a speech. It's important that club members serving as contest judges in any contest are aware of the difference and know how to judge properly. Often your district conducts speech contest judging seminars. Contact your district lieutenant governor education and training for information about these seminars and encourage all club members to attend. Or you may conduct such a seminar yourself in your club, using Toastmasters International's "Speech Contest Judges Training Program" (Item 1190). This two-hour seminar-style program specifically covers the International Speech Contest, but may be adapted for others.

Speakers Bureau

A speakers bureau offers members experience in speaking before new and different audiences. It also provides a community service and publicity for your club.

Clubs, areas, divisions and districts often have speakers bureaus. At the club level the bureau is the responsibility of the vice president education. You may appoint someone to serve as bureau chairman, or you may chair it yourself. To establish a speakers bureau, you must:

- Decide how large of a group will participate in the program and select a chairman.
- Establish standards for participation. For example, a speaker should have completed at least six speech projects.
- Explain the purpose of the speakers bureau to club members and invite them to participate in the program.

- Sign up members.
- Develop a promotional brochure about the bureau that lists the available speakers and a brief summary of their presentations.
- Ask members to distribute the brochures throughout the community. Mail them to local organizations, such as Kiwanis, Lions, Rotary, churches, etc. Follow up with a telephone call and offer help with booking a speaker.
- Work with VPPR to send news releases and your brochure to local news media. Follow up with a telephone call.

More information about forming a speakers bureau is in the brochure “Speakers Bureau” (Item 127), available from World Headquarters.

The Education Committee

If you try to do all of the above alone, you will be overwhelmed. Form a committee to help. Committee members can organize speech contests, orient new members and work on other special projects.

Orient New Members

The first few weeks after a person joins your club often determine how much he or she will participate in the club and benefit from membership. That’s why it’s important to meet with new members to explain how the club functions and their roles as members. Remember, a Toastmasters club is different from most other organizations. You want members to understand the difference.

To help new members prepare for their experience, do the following:

- **Induct new members into the club with a special ceremony.** It’s important that new members feel welcome and that they’re part of the group. Whenever someone joins your club, have a special ceremony during a club meeting. Some clubs also present the new member with a membership pin (Item 5751 or 5753). A script for a sample ceremony appears in the manual *When You Are the Vice President Membership*.

- **Conduct an orientation interview with each new member within two meetings after they join.** Working with the vice president membership, explain what Toastmasters is, the benefits of membership and what happens during a typical club meeting. Discuss member responsibilities and the various roles members may play during meetings (Toastmaster, Topicsmaster, etc.). This should be a two-way interview, so it’s important that you ask the new member what he or she would like to learn from the program and discuss these needs. Help the member complete a New Member Profile Sheet (Item 405). Keep it on file and use the information when planning club programs.
- **Immediately involve each new member in club activities.** Schedule the Ice Breaker speech for the next meeting if possible. Ask the new member to serve on a committee, and schedule him or her to be timer or Ah-counter for a meeting. Participation in club activities will help to increase a member’s commitment to the club.

Aids for Orientation

You will find Toastmasters’ *New Member Orientation Kit for Clubs* (Item 1162) to be invaluable for orienting and inducting new members. The kit contains:

- Five copies of the Ice Breaker assignment so members can begin speaking immediately upon joining the club.
- Five guidelines for mentors.
- An induction ceremony script.
- Orientation interview guidelines.
- Five New Member Profile Sheets.
- Instructions for using the kit.

The “Toastmasters and You” kit (Item 1167, 1167A) contains:

- *A Toastmaster Wears Many Hats* (Item 1167D), which contains information and tips for serving as speaker, evaluator, Toastmaster, Topicsmaster, general evaluator, timer, grammarian and Ah-Counter.
- “When You’re the Introducer,” a guide for preparing and delivering an introduction.

- A proposal for membership card.
- A card explaining educational recognition.

You may also want to include some information about your club in this kit – a membership list with addresses and telephone numbers; the dues and fees for your club, pro-rated by months; a sample meeting agenda with time limits for your club meetings; a copy of your club’s Constitution and Bylaws; policies and standing rules of your club; a copy of your club newsletter and a program schedule.

Assign a Mentor for Each New Member

A mentor is a friendly, experienced Toastmaster who helps the new member. You should assign a mentor to each new member at the first club meeting after the member joins. The mentor’s duties are to:

At the first meeting:

1. **Sit with the new member** and explain the various parts of the meeting as they happen, such as the business session, Table Topics, prepared speeches and evaluations. Answer any questions.
2. **Orient the new member** to club customs and procedures.
3. **Explain how to sign up.** Ask the vice president education to schedule the new member’s Ice Breaker speech as soon as possible and encourage the new member to serve on a club committee. Also advise the new member what to do and whom to contact if he or she is unable to fulfill a scheduled meeting role.
4. **Help with the Ice Breaker.** Discuss speech ideas with the new member and offer suggestions if necessary. Listen to the new member practice the speech and offer feedback.

By the second meeting, a mentor should:

1. **Make the new member aware of resources.** If your club has a library, show it to the new member. Point out the material in the *Toastmaster* magazine and *TIPS*. Also discuss district conferences. Explain the roles of club officers and the information they can provide.

2. **Provide positive feedback.** The first few weeks of membership are critical. New members must feel they are already benefiting from the Toastmasters experience. Compliment them on their progress.
3. **Explain responsibilities.** Membership requires more than just giving speeches and receiving evaluations. It also means a commitment to helping the club and its members be successful. Review “A Toastmaster’s Promise” (Item 402) with the new member.
4. **Help with speeches and other assignments.** As you work with the new member on speeches, be sure evaluation feedback is used to improve the next speech, then offer your own feedback. When the new member is assigned other meeting roles, explain the roles and offer tips for fulfilling them.

Eventually, mentors should:

1. **Tell how you’ve benefited** from the Toastmasters program. You are proof that they can achieve their own goals.
2. **Invite the new member to other events.** Toastmasters’ speech contests, conferences and other clubs’ meetings all offer new members the opportunity to extend their learning and participation.
3. **Acknowledge progress.** Ask for time during a club meeting to mention the new member’s progress in the program. Such recognition shows that the club cares about the new member’s progress, and motivates the new member to continue.
4. **Explain officers’ duties.** Describe how the new member can develop leadership skills by serving as a club officer. Help the new member select a club office in which to serve and discuss when to serve. Be sure these goals are reasonable.
5. **Explain speech contests.** Discuss the purpose of speech contests, the types of contests conducted by the club, and how some contests progress to area, division, district, and sometimes regional and International levels. Help the new member assess readiness to participate in contests.
6. **Describe the TI organization.** Acquaint the new member with Toastmasters International’s structure, including the area, division, district, region, and International levels, and the purpose of each. Help the new member understand how the organization works, the

new member's role in the organization, and the leadership opportunities available beyond the club.

Mentors should take the initiative to contact the new member and always be positive, friendly and helpful.

The Club Mentor Program Kit (Item 1163) contains information and materials for starting a formal mentor program in your club. *The Successful Club Series* program, "Mentoring," (Item 296) explains the benefits of the mentor program as well as the duties of the mentors.

Attend Executive Committee Meetings

Regular officers' meetings are vital to the success of the club. As a member of the executive committee, one of your responsibilities is to ensure that the club is functioning well and is helping members in their self-development efforts. You should attend and participate in each meeting. During committee meetings, report on members' educational accomplishments, and discuss future programs. Ask for the committee's input on educational matters.

Occasionally the club president will be unable to attend an executive committee meeting. On such occasions, you preside over the meeting. Become familiar with basic parliamentary procedure. Toastmasters' manual *Chairman* (Item 200) provides useful information for anyone called upon to lead a meeting.

Attend and Vote at Area and District Council Meetings

You, the club president, and the vice president membership are eligible to vote at area council meetings. You and the president are eligible to vote at the district council. It's important that your club is represented at both the area and district meetings, because business is conducted that often affects your club. Attend and participate in these meetings and report to your club any decisions made at these meetings.

Vote at Regional and International Business Meetings

Representatives to the International Board of Directors are nominated at regional conference meetings. Each club in good standing is entitled to two votes in the regional conference business meeting. Either by attending or by proxy, you and the club president should play a part in selecting the leadership of the organization by casting your club's votes at the conference.

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

Arrange for a Replacement

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 vice president education – to carry out your duties.

Prepare Your Successor for Office

Once your successor is elected, assist him or her in preparing to assume leadership. Make sure the newly elected vice president education has a manual, review the standards for the office with him or her and remind him/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. Do your part to make the transition as smooth as possible.

Your Leadership Opportunity

As vice president education, you have many responsibilities – too many to carry out alone. You’ll need others to help you, to work with you to ensure that your club meetings are the best they can be and to help members learn and grow through the educational program. Your education committee is your key to success.

As a leader, one of your responsibilities is to influence and inspire committee members (and other members of your club) and motivate them to achieve goals. Your position as vice president education is a terrific opportunity for you to develop and enhance your leadership skills while serving your club.

Successful leaders:

Set goals.

Leaders know what the group needs to do and they clearly identify these goals. For example, as vice president education, you want several members to complete the *Competent Communication* manual and become CCs during the term. You should write down the specific goal you want achieved: To have at least three members complete the *Competent Communication* manual. This is a reasonable and attainable goal. Write goals in order of priority.

Leaders know that goal-setting is fruitless unless everyone involved believes in them, too. People are more inclined to work toward goals if they were involved in setting them. Involve club members in your planning and ask them to commit to the goals.

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, more immediate goals to accomplish. Then they develop strategies and timetables from which to work.

If your goal is to have at least four members become CCs during your term, you might break down this goal to two CCs in the first six months, and two CCs in the second six months. Then plot your strategy for achieving this. Review the records of all club members work-

ing in the *Competent Communication* manual to determine their progress, identifying at least four who could complete the manual by your deadlines. Meet with these members, explaining how they and the club will benefit from completing the manual. Get their commitment to finish the manual by the deadlines and make sure these members are scheduled to speak as necessary to accomplish the goal.

Delegate.

Leaders are not 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. Coaching is constant.

The four steps to coaching are:

1. Get agreement that a problem exists. You can’t solve a problem until you and the team member agree there is a problem.
2. Discuss solutions. You and the team member should outline possible solutions to the problem.

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3. Agree on actions to be taken. Explain what behavior is necessary to produce the desired result, and develop a timetable for carrying it out.
 4. Follow up. Check periodically to see that the member is acting according to the agreement.

For example, a long-time club member has been giving increasingly hostile evaluations, often criticizing the speaker about things that have nothing to do with the speaker's presentation. His evaluations have caused five people to leave the club in the past two years. One of your goals this term is to improve evaluations. You should:

- *Speak with the member privately. Explain how important evaluations are to members. Good evaluations are the means by which members improve their speaking skills. Point out – with specific examples – how his evaluations are not helpful. Get his agreement that his evaluations could be better.*
- *Discuss how the problem can be resolved. Give specific examples. Review the manual Effective Evaluation with him.*
- *Schedule the member as evaluator as soon as possible to reinforce what the member had just learned.*
- *Monitor the member's next few speech evaluations and offer additional help if necessary.*

Recognize achievement.

Leaders reward those team members who perform well. The reward need not be tangible – a “thank you” or a smile will often suffice, as will an announcement during a club meeting.

For example, club member Nancy Green conducts a Youth Leadership program for high school students. When she's completed the program, announce her

accomplishment during a club meeting and present her with a coordinator's certificate. Make her feel special, and she's sure to work even harder. The recognition will motivate other members to achieve, too. 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 vice president education.

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.

Vice President Education's Calendar/Checklist

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

June

Before taking office in July you should:

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

July

- Attend district-sponsored club-officer training program if you didn't attend in June.
- Meet with education committee to plan quality club meetings.
- Meet with each member to discuss educational goals and determine which award(s) he/she will achieve in coming year.
- Track members' progress on Member Progress Chart and encourage members to use Member Achievement Record.
- Orient new members.
- Assign mentor to each new member.
- Attend executive committee meeting and present report on activities/accomplishments/plans.

- Help members eligible for educational awards to complete and submit applications.
- Promote educational program and recognize members' accomplishments during club meetings and in club newsletter.
- Attend and vote at area council meeting.
- Plan speech contests.
- _____
- _____

August

- Attend district-sponsored club-officer training program if you didn't attend in June or July.
- Meet with education committee to plan quality club meetings.
- Plan how to help each member achieve goals and awards.
- Track members' progress on Member Progress Chart. Encourage members to use Member Achievement Record.
- Orient new members.
- Assign mentor to each new member.
- Attend executive committee meeting and present report on activities/accomplishments/plans.
- Help members eligible for educational awards to complete and submit applications.
- Promote educational program and recognize members' accomplishments during club meetings and in club newsletter.

- Ensure your club's vote is cast at the Annual Business Meeting at the International Convention.
- Attend and vote at area council meeting.
- Attend district-sponsored club-officer training program.
- Plan speech contests.
- _____
- _____

September

- Meet with education committee to plan quality club meetings.
- Track members' progress on Member Progress Chart. Encourage members to use Member Achievement Record.
- Orient new members.
- Assign mentor to each new member.
- Attend executive committee meeting and present report on activities/accomplishments/plans.
- Help members eligible for educational awards to complete and submit applications.
- Promote educational program and recognize members' accomplishments during club meetings and in club newsletter.
- Attend and vote at area council meeting.
- Plan speech contests.
- _____
- _____

October

- Meet with education committee to plan quality club meetings.
- Attend and vote at district council meeting.
- Track members' progress on Member Progress Chart. Encourage members to use Member Achievement Record.
- Orient new members.
- Assign mentor to each new member.
- Attend executive committee meeting and present report on activities/accomplishments/plans.
- Help members eligible for educational awards to complete and submit applications.
- Promote educational program and recognize members' accomplishments during club meetings and in club newsletter.

- Attend and vote at area council meeting.
- Plan speech contests.
- _____
- _____

November

- Meet with education committee to plan quality club meetings.
- Track members' progress on Member Progress Chart. Encourage members to use Member Achievement Record.
- Orient new members.
- Assign mentor to each new member.
- Attend executive committee meeting and present report on activities/accomplishments/plans.
- Help members eligible for educational awards to complete and submit applications.
- Promote educational program and recognize members' accomplishments during club meetings and in club newsletter.
- Attend and vote at area council meeting.
- If club elects semiannually, prepare to give files to incoming vice president education.
- Plan speech contests.
- Attend and vote at district council meeting.
- _____
- _____

December

- Meet with education committee to plan quality club meetings.
- Attend district-sponsored club-officer training program.
- Track members' progress on Member Progress Chart. Encourage members to use Member Achievement Record.
- Orient new members.
- Assign mentor to each new member.
- Attend executive committee meeting and present report on activities/accomplishments/plans.
- Help members eligible for educational awards to complete and submit applications.
- Promote educational program and recognize members' accomplishments during club meetings and in club newsletter.

- Attend and vote at area council meeting.
- If club elects semiannually, give files and manual to incoming vice president education.

If club elects semiannually, incoming vice president education should:

- Attend district-sponsored club-officer training program.
- Read vice president education manual.
- Ask 1-3 people to serve on education committee.
- Meet with incoming executive committee to develop club budget.
- _____
- _____

January

- Attend district-sponsored club-officer training program if you didn't attend in December or January.
- Meet with education committee to plan quality club meetings.
- Meet with each member to review their progress toward goals and awards.
- Track members' progress on Member Progress Chart. Encourage members to use Member Achievement Record.
- Orient new members.
- Assign mentor to each new member.
- Attend executive committee meeting and present report on activities/accomplishments/plans.
- Help members eligible for educational awards to complete and submit applications.
- Promote educational program and recognize members' accomplishments during club meetings and in club newsletter.
- Attend and vote at area council meeting.
- Review TI Supply Catalog and order educational materials.
- Plan speech contests.
- _____
- _____

February

- Attend district-sponsored club-officer training program if you didn't attend in December or January.

- Meet with education committee to plan quality club meetings.
- Track members' progress on Member Progress Chart. Encourage members to use Member Achievement Record.
- Orient new members.
- Assign mentor to each new member.
- Attend executive committee meeting and present report on activities/accomplishments/plans.
- Help members eligible for educational awards to complete and submit applications.
- Promote educational program and recognize members' accomplishments during club meetings and in club newsletter.
- Attend and vote at area council meeting.
- Plan speech contests.
- _____
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March

- Meet with education committee to plan quality club meetings.
- Track members' progress on Member Progress Chart. Encourage members to use Member Achievement Record.
- Orient new members.
- Assign mentor to each new member.
- Attend executive committee meeting and present report on activities/accomplishments/plans.
- Help members eligible for educational awards to complete and submit applications.
- Promote educational program and recognize members' accomplishments during club meetings and in club newsletter.
- Attend and vote at area council meeting.
- Plan speech contests.
- _____
- _____

April

- Meet with education committee to plan quality club meetings.
- Attend and vote at district council meeting.

- Meet with each member to review their progress toward goals and awards.
- Track members' progress on Member Progress Chart. Encourage members to use Member Achievement Record.
- Orient new members.
- Assign mentor to each new member.
- Attend executive committee meeting and present report on activities/accomplishments/plans.
- Help members eligible for educational awards to complete and submit applications.
- Promote educational program and recognize members' accomplishments during club meetings and in club newsletter.
- Attend and vote at area council meeting.
- Plan speech contests.
- _____
- _____

May

- Meet with education committee to plan quality club meetings.
- Track members' progress on Member Progress Chart. Encourage members to use Member Achievement Record.
- Orient new members.
- Assign mentor to each new member.
- Attend executive committee meeting and present report on activities/accomplishments/plans.
- Help members eligible for educational awards to complete and submit applications.

- Promote educational program and recognize members' accomplishments during club meetings and in club newsletter.
- Attend and vote at area council meeting.
- Prepare to give educational files to newly elected vice president education.
- Plan speech contests.
- Attend and vote at district council meeting.
- _____
- _____

June

- Cast club's votes at the regional conference.
- Attend executive committee meeting and present report on activities/accomplishments/plans.
- Meet with incoming executive committee and give education files to newly elected vice president education. Help prepare new vice president education for office.
- Make sure all educational award applications have been received by World Headquarters by the June 30 deadline. Check with World Headquarters to make sure applications have been received.
- Attend and vote at area council meeting.
- Track members' progress on Member Progress Chart. Encourage members to use Member Achievement Record.
- Orient new members.
- Assign mentor to each new member.
- Promote educational program and recognize members' accomplishments during club meetings and in club newsletter.
- Attend and vote at area council meeting.
- _____
- _____

Appendix

TOASTMASTERS
INTERNATIONAL

Web Resources

AC Application (PDF)	www.toastmasters.org/ACApp
Accredited Speaker Rules and Application (PDF)	www.toastmasters.org/asapp
Adding New Members	www.toastmasters.org/AddNewMembers
AL/DTM Application (PDF)	www.toastmasters.org/1228aldtm
Agendas for Meetings	www.toastmasters.org/agendas
Apply for Awards Online	www.toastmasters.org/ClubBusiness
CC Application (PDF)	www.toastmasters.org/1225cc
CL Application (PDF)	www.toastmasters.org/CLApp
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
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
Planning Club Meetings	www.toastmasters.org/meetingplans
Policies and Procedures	www.toastmasters.org/policiesandprocedures
Speech Contest Rules (PDF)	www.toastmasters.org/rulebook
Speechcraft Description	www.toastmasters.org/Speechcraft
Success/Communication and Success/Leadership	www.toastmasters.org/SuccessPrograms
WHQ E-mails for Member Questions	www.toastmasters.org/departments
Youth Leadership Description	www.toastmasters.org/YLP

Tools for Success

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

1205	Catalog... Up to 2 copies free \$1.50 each additional copy	211	Expanding Your Horizons... Success/Communication and Success/Leadership informational brochure . N/C
1314	Patterns in Programming... Contains many proven ideas for club programming \$4.00	801	Youth Leadership Program Informational Brochure \$.15
1167D	A Toastmaster Wears Many Hats... Tips on when you're the speaker, evaluator, toastmaster, etc. \$1.00	811	Youth Leadership Educational Packet... Contains materials for five students \$17.00
199	Your Speaking Voice... How to guide for improving your voice \$4.00	1171	Speech Contest Rules \$1.50
202	Effective Evaluation... Explanation of Toastmasters evaluation program with tips for speakers and evaluators \$3.00	1173	Speech Contest Manual \$2.00
201	Gestures: Your Body Speaks... Guide to using gestures when speaking \$4.00	1172	International Speech Contest Judge's Guide and Ballot (Set of 10) \$1.25
1315	Think Fast!... Table Topics Manual with 6 easy-to-remember outlines to follow for Table Topics talk \$1.00	1179	Evaluation Contest Judge's Guide and Ballot (Set of 10) \$1.25
1316	Stand Up and Speak! – Table Topics Game... 155 cards with a Table Topic plus blanks to make up your own \$7.50	1191	Humorous Speech Contest Judge's Guide and Ballot (Set of 10) \$1.25
1415	Word of the Day... 50 large cards of words for display at meetings with pronunciations, definition and use in a sentence \$10.00	1180	Table Topics Judge's Guide and Ballot (Set of 10) \$1.25
1312	Master Your Meetings... Everything you need to know to have dynamic, exciting, effective club meetings \$4.00	1181	Tall Tales Judge's Guide and Ballot (Set of 10) . \$1.25
901	Timing Cards... Handy 8"x6" timer with 3-colored cardboard pages for use in conjunction with a stop watch \$2.50	1188	Tiebreaking Judge's Guide and Ballot \$.15
306	Wall Chart Set... Contains one each of Charts 307, 308 and 309 \$6.00	127	Speakers Bureau Brochure... Information on establishing and operating a speakers bureau . . \$.25
1328	Member Achievement Record... For tracking members' progress in Toastmasters educational programs \$.50	1111	Distinguished Club Program/Club Success Plan \$1.25
1208	Accredited Speaker Program Rules and Application N/C	262	High Performance Leadership \$12.50
5500	CC Pin... 18K gold-plated \$8.00	The Leadership Excellence Series	
5510	ACB Pin \$8.00	310	The Leadership Excellence Series Set... A complete set of The Better Speaker Series modules, including overhead transparencies. \$43.00
5800	DTM Pin... 18K gold-plated \$8.00	311	The Visionary Leader... Discusses how leaders create and communicate a vision for their organization to help it be successful. \$5.00
5799	DTM Pin with jewel... 18K gold-plated \$16.00	312	Developing a Mission... Addresses how successful leaders create and communicate a mission for their organization. \$5.00
389K	DTM Badge (pocket)... Gold plastic with name and club number engraved in black \$8.00	313	Values and Leadership... Examines values and how to employ them as you lead a team toward achieving a goal. \$5.00
389P	DTM Badge (pin-back)... Gold plastic with name and club number engraved in black \$8.00	314	Goal Setting and Planning... Reviews the processes leaders use to set goals and develop plans to achieve these goals. \$5.00
5751	Miniature Membership Pin... 18K gold-plated – <i>Less than 12</i> \$3.50	315	Delegate to Empower... Discusses how to effectively delegate tasks and responsibilities. . . \$5.00
5752	Miniature Membership Pin... 18K gold-plated – <i>12 or more</i> \$3.25	316	Building a Team... Reviews how to create and lead a team. \$5.00
5753	Large Membership Pin... Lapel-size, 18K gold-plated – <i>Less than 12</i> \$4.00	317	Giving Effective Feedback... Provides suggestions for offering feedback to others on their performance. \$5.00
5754	Large Membership Pin... Lapel-size, 18K gold-plated – <i>12 or more</i> \$3.75	318	The Leader as a Coach... Discusses how to work with a team to help them improve. \$5.00
405	New Member Profile Sheet (set of 10) \$1.00	319	Motivating People... Examines how to be sensitive to your team members needs and create an environment that will motivate them. \$5.00
1162	New Member Orientation Kit \$5.50	320	Service and Leadership... Discusses how leaders serve others by offering their knowledge and skills to help others achieve a goal. \$5.00
1163	Club Mentor Program... For pairing mentors with new members or more experienced members. Materials for 20. \$4.50	321	Resolving Conflict... Reviews how conflict occurs and what a leader can do to resolve it. . . \$5.00
1167	Toastmasters and You... For new members before receiving New Member Kit from WHQ . . \$3.50		
1167A	Toastmasters and You... Package of five of above kit \$15.00		

The Better Speaker Series

269	The Better Speaker Series Set... A complete set of The Better Speaker Series modules, including visuals.	\$40.00
270	Beginning Your Speech... Suggestions for starting off your speech right. With visuals.	\$5.00
271	Concluding Your Speech... Tips for ending your speech with power. With visuals.	\$5.00
272	Take the Terror Out of Talk... Techniques for overcoming nervousness when speaking. With visuals.	\$5.00
273	Impromptu Speaking... Don't be caught off balance when speaking off-the-cuff. With visuals.	\$5.00
274	Selecting Your Topic... Running out of speech ideas? Here's how to develop new ones. With visuals.	\$5.00
275	Know Your Audience... If you can relate to your audience, they will relate to you. With visuals.	\$5.00
276	Organizing Your Speech... Once you know what to say, consider next the when and the how. With visuals.	\$5.00
277	Creating an Introduction... Great introductions should precede great speeches. With visuals.	\$5.00
278	Preparation and Practice... Techniques for preparing and rehearsing your next speech. With visuals.	\$5.00
279	Using Body Language... How to use facial expressions, gestures, and body movement. With visuals.	\$5.00

The Successful Club Series

289	The Successful Club Series Set... A complete set of The Successful Club Series modules, including visuals.	\$60.00
290	The Moments of Truth... How to recognize and deal with situations critical to club success. With visuals.	\$10.00
291	Finding New Members for your Club... Proven methods to help you seek out those vital new members! With visuals.	\$5.00
292	Evaluate to Motivate... Your club members will learn to give evaluations that benefit the speaker the evaluator and the audience. With visuals.	\$5.00
293	Closing the Sale... Exercise your powers of persuasion during those moments when a guest is deciding to join. With visuals.	\$5.00
294	Creating the Best Club Climate... Techniques for creating and maintaining a healthy club environment. With visuals.	\$5.00
295	Meeting Roles and Responsibilities... How members can successfully fill each meeting role. With visuals.	\$5.00
296	Mentoring... Explains the benefits to clubs and members of having a mentor program and the duties of mentors. With visuals and club Mentor Program Kit.	\$15.00
297	Keeping the Commitment... Reviews the concepts in "A Toastmasters Promise." With visuals and handouts.	\$6.00
298	Going Beyond Our Club... Opportunities for members outside of the club. With visuals.	\$5.00
299	How to be a Distinguished Club... A terrific tool to use to explain and promote the Distinguished Club Program to the members of your club. Script, visuals, and 1 copy of Distinguished Club Program booklet (Item 1111)	\$5.00
300	The Toastmasters Education Program... This module provides a terrific education program orientation. The information is valuable to new and experienced members. Script and visuals.	\$5.00
1310J	VPE Essentials... Use these essential items to make your term as club VPE a success!.	\$16.00

SAMPLE MEETING ASSIGNMENT SCHEDULE

POSITION	September 1	September 8	September 15	September 22	September 29	October 6	October 13	October 20
PRESIDENT	Burroughs	Burroughs	Burroughs	Burroughs	Burroughs	Burroughs	Burroughs	Burroughs
TOASTMASTER	Ng	Link	d'Abo	Fender	Chavez	Green	Elgin	Bell
GEN. EVAL.	Bell	Rust	Haynes	Mendez	Hamilton	Dorn	Warner	Prescott
TABLE TOPICS	Hamilton	Wells	Prescott	Bell	Haynes	Wing	Muller	Tabors
SPEAKER #1	Prescott	Dorn	Larson	Warner	Locke	Fender	Nichols	Sams
EVALUATOR #1	Wendt	Chavez	Green	Potts	Muller	Wells	Hamilton	Link
SPEAKER #2	James	Wing	Hamilton	Hipper	Rust	Murray	Potts	Haynes
EVALUATOR #2	Murray	Fender	Ng	Anders	Nichols	Bell	Wendt	Green
SPEAKER#3	d'Abo	Bell	Wendt	Elgin	Tabors	Anders	Mendez	Coy
EVALUATOR #3	Mendez	Locke	Link	Sams	Smith	Larson	Taylor	Hopper
HOT SEAT	Elgin	Haynes	Nichols	Taylor	Ng	Coy	Winters	Smith
TIMER	Locke	Larson	Wells	Tabors	Murray	Link	Chavez	Fender
AH-COUNTER	Warner	Hamilton	Muller	Coy	Wendt	Hopper	d'Abo	Dorn
GRAMMARIAN	Tabors	Potts	Anders	Winters	Ng	Rust	Wing	Wendt
LEADER EVALUATOR	Green	Hopper	Murray	Dorn	James	Prescott	Sams	Rust

For each meeting...

Toastmaster

General Evaluator

Telephone Topicsmaster, speakers, "Hot Seat" and general evaluator five days before the meeting

Telephone evaluators, timer, grammarian and Ah-Counter five days before the meeting

Sample Agenda

Sample Agenda for a One-Hour Club Meeting

TIME	ACTIVITY
00:00	PRESIDENT Call meeting to order Invocation/Pledge (optional) Introduce guests Introduce Toastmaster
00:05	TOASTMASTER Introduce Ah-Counter, grammarian, general evaluator, timer, etc.
00:10	TOASTMASTER Introduce Speaker #1 Manual speech Introduce Speaker #2 Manual speech Introduce Topicsmaster
00:26	TOPICSMASTER Explain Table Topics and theme Conduct Table Topics session Return control to Toastmaster
00:43	TOASTMASTER Introduce general evaluator
00:45	GENERAL EVALUATOR Call for reports: Speech evaluators Timer Grammarian Ah-Counter Make general comments on meeting Leader evaluators Return control to Toastmaster
00:55	TOASTMASTER Present awards Return control to president
00:57	PRESIDENT Thank guests for attending and allow them to comment if they wish to do so. Closing comments
01:00	ADJOURN

*Please Note: The pledge of allegiance
and invocation are at the club's option.*

Sample Agenda for a One-Hour Meeting that Includes a Success/Communication or Success/Leadership Program

TIME	ACTIVITY
00:00	PRESIDENT Call meeting to order Invocation/Pledge (optional) Introduce guests Introduce Toastmaster
00:05	TOASTMASTER Introduce Ah-Counter, grammarian, general evaluator, timer, etc.
00:10	TOASTMASTER Introduce Speaker #1 Manual speech Introduce Speaker #2 Manual speech Introduce Coordinator
00:26	COORDINATOR Conduct portion of Success/ Leadership program "Parliamentary Procedure in Action." Return control to Toastmaster
00:43	TOASTMASTER Introduce general evaluator
00:45	GENERAL EVALUATOR Call for Reports: Speech evaluators Timer Grammarian Ah-Counter Make general comments on meeting Leader evaluators Return control to Toastmaster
00:55	TOASTMASTER Present awards Return control to president
00:57	PRESIDENT Thank guests for attending and allow them opportunity to comment, if they wish to do so. Closing comments
01:00	ADJOURN

Sample Agenda for a Ninety-Minute Club Meeting

TIME	ACTIVITY
00:00	PRESIDENT Call meeting to order Invocation/Pledge (optional) Introduce guests
00:05	Conduct business meeting Call for reports: Secretary report Treasurer report Officers reports Unfinished business New business Introduce Toastmaster
00:20	TOASTMASTER Make Opening remarks Introduce timer, grammarian, Ah-Counter, general evaluator, etc. Introduce Topicsmaster
00:25	TOPICSMASTER Explain Table Topics and theme Conduct Table Topics session Return control to Toastmaster
00:39	TOASTMASTER Introduce Speaker #1 Manual speech Introduce Speaker #2 Manual speech Introduce Speaker #3 Manual speech Introduce general evaluator
01:05	GENERAL EVALUATOR Call for reports: Speech evaluators Timer Grammarian Ah-Counter Make general comments on meeting Leader evaluators Return control to Toastmaster
01:18	TOASTMASTER Present awards Return control to president
01:25	PRESIDENT Thank guests for attending and allow them opportunity to comment if they wish to do so. Make closing comments
01:30	ADJOURN

Please Note: The pledge of allegiance and invocation are at the club's option.

Sample Agenda for a Two-Hour Meeting that Includes a Success/Leadership Program

TIME	ACTIVITY
00:00	PRESIDENT Call meeting to order Invocation/Pledge (optional) Introduce guests Introduce Toastmaster
00:05	TOASTMASTER Introduce Ah-Counter, grammarian, timer, general evaluator, etc. Introduce educational topic speaker Introduce Speaker #1 Manual speech Introduce Speaker #2 Manual speech Introduce coordinator
00:35	COORDINATOR Conduct portion of Success/Leadership program "The Art of Effective Evaluation"
01:00	Intermission
01:10	TOASTMASTER Introduce Topicsmaster
01:11	TOPICSMASTER Explain Table Topics and theme Conduct Table Topics session Return control to Toastmaster
01:25	TOASTMASTER Introduce general evaluator
01:26	GENERAL EVALUATOR Call for reports: Speech evaluators Timer Grammarian Ah-Counter Make general comments on meeting Leader evaluators Return control to Toastmaster
01:35	TOASTMASTER Present awards Return control to president
01:45	PRESIDENT Conduct business meeting Call for officer reports Unfinished business
01:55	PRESIDENT Thank guests for attending and allow them opportunity to comment if they wish to do so. Closing comments
02:00	ADJOURN

Programming Suggestions

The club meeting is the most important part of the Toastmasters experience.

Enjoyable, dynamic, well-conducted meetings keep members interested and active, and they attract new members to your club. Dull, boring, poorly conducted meetings drive members away. Your club meeting should be a showcase event, well planned and full of variety. Following are some program ideas that will help your meetings be enjoyable and educational.

- Show and tell. Members speak about their hobbies or interests. They can display samples of their work, pictures, etc. or even give demonstrations.
- Roast the outgoing club president or a member who is leaving the club.
- Mock trial. Appoint members to serve as judge, lawyers, defense and plaintiff, and pose legal problems for them to try.
- Officer roles. Have newly elected club officers explain the duties of their respective offices and their goals for their term of office.
- Children. Invite the children of members and friends. Direct the program to youth problems and solutions, and allow children to participate.
- Pick a card. No program assignments are made in advance. Instead, members draw for roles as they arrive at the meeting.
- Backwards meeting. The meeting program is backward – it begins with adjournment and continues until the meeting is called to order. This means evaluations precede the speeches, as do the timer's and grammarian's reports.
- Movie reviews. Members must see a current movie and review it.
- Dear Abby. Various everyday problems and situations are discussed, with members offering solutions.
- Parenting. The program offers tips on child-rearing, from babies to teenagers. Include guest speakers.

Patterns in Programming (Item 1314) contains many proven ideas for club programming.

Table Topics Suggestions

A stimulating Table Topics session requires some preparation. The subject should be interesting, sometimes controversial and fairly well-known. The subject should not be so esoteric that members are confounded or overwhelmed. It should be challenging, but not impossible. Also, the subjects and ideas should be fresh and new. A little "spice" and some variety will add excitement to your club meeting. Following are some ideas that will stimulate your Table Topics sessions:

- Improvisational skits. These call for participation by two Toastmasters at a time. One member plays the role of a particular person, for example a rude sales clerk. The other member is given a slip of paper which tells him or her what he or she is supposed to do – for example, be a customer who is undaunted by the rudeness of the salesclerk and who eventually befriends the salesclerk.
- Telephone conversations. This also involves two members. One member is assigned a specific role, perhaps that of a "loan shark" asking for the delinquent payment of a loan secured to pay gambling debts. The other member plays the respondent, in the example a remorseful gambler.

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- Gripe sessions. Everyone has a pet peeve. Ask members to air their complaints.
 - News or sports shows. Have members act as newscasters, sportscasters or even call a horse race.
 - Talk shows. Two members seat themselves at the front of the room. One acts as the host, the other as the guest. The host is then told the guest's name

(real or fictional) and occupation. The host attempts to conduct an interesting interview.

If you need more Table Topics ideas, purchase the *Think Fast! Table Topics* manual (Item 1315), *Stand Up And Speak!* (Item 1316) or *Chat Pack* (Item 1319). Check your catalog for more options or go to www.toastmasters.org/shop.

Club Officer Standards

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It's 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: • 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 • Attend district-sponsored club-officer training. 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 (see your standards elsewhere in this manual)

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 and efforts. 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 and keep track of guests, new members joining, and members not attending meetings. For all prospective members, explain the educational program, get their commitment to join, collect membership applications, bring 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 • Attend district-sponsored club-officer training • 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: • Maintain accurate membership roster and give it to treasurer to submit with dues • Send club officer list 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 meetings • Attend district-sponsored club-officer training • 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: • 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 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 • Attend district-sponsored club-officer training • 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. The sergeant at arms is the seventh-ranking club officer. Standards outside of the club meeting are to: • Schedule meeting location • Maintain club equipment in working order and check after every meeting to ensure adequate supplies are available • Attend club executive committee meetings • Attend district-sponsored club officer training • 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, the banner displayed, evaluation forms and ballots distributed, awards, catalog, progress chart and educational material displayed, place cards arranged, and 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.

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

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

- What new information or practices did the VPE learn at club officer training and other district events that he or she shared with the club?
- Which of the VPE's strategies for promoting participation in the educational program did you find most effective? Why?
- Were meetings well-planned, meeting assignments distributed three weeks in advance and meeting roles confirmed several days before the meeting? If not, provide suggestions for improvement.
- How did the VPE encourage members to commit to earning the next levels of achievement? Were his or her methods effective? Why or why not?
- Describe what you saw to be the most effective new member orientation technique the VPE used. What steps can the VPE take to improve new member orientation?

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- Did the VPE have a mentoring program for new members during his or her term? Was it effective? Why or why not?
 - What were your impressions of how the VPE encouraged new members to accept and perform meeting roles?
 - Did the VPE always initial speakers' project completion records?
 - Describe the VPE's effectiveness when meeting administrative challenges regarding sending members' award applications to World Headquarters.
 - How did you observe the VPE and president work together to monitor the club's performance?
 - Was the VPE prepared to preside over club meetings when the president was absent?
 - Were The Successful Club Series programs Evaluate to Motivate, Moments of Truth, Mentoring, and Finding New Members for Your Club each presented to the club at least once during the VPE's term?
 - Describe your impressions of the methods the VPE used to ensure that club members incorporated the data from these modules into their club activities?

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