

TOASTMASTERS
INTERNATIONAL®

When You Are the

Vice President Membership

**A Guide to
Effective Club
Leadership**



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A Guide to Effective Club Leadership

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The Mission of the Club

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

The Mission of Toastmasters International

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

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

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

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

This office carries many responsibilities, yet it also has many rewards. During your term you will have the opportunity to develop and practice leadership skills that you can use in all areas of your life. 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.

You will also serve as part of a team with the president, immediate past president, vice president education, vice president public relations, secretary, treasurer and sergeant at arms. All of you are responsible for making your club dynamic and enjoyable for your members and for seeing that the club is a Distinguished Club. You can accomplish this through regular, productive executive committee meetings, and through careful goal setting, planning and monitoring of progress.

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

This manual contains the basic information you need to administer a membership-building program, including:

- a brief outline of the standards for the vice president membership
- detailed explanations of how to meet these standards
- leadership techniques you can use to carry out these responsibilities
- an explanation of your role at a club meeting
- the tools and resources available to ensure a successful membership program.

You'll find this manual to be invaluable during your term of office. However, it should not be your only resource. Throughout the manual are references to other materials that you'll want to have on hand. A complete list appears in the appendix. The Calendar/Checklist will be especially helpful to you. It lists by month the activities and events you should be addressing. The Toastmasters International Catalog (Item 1205) and the Toastmasters Web site, members.toastmasters.org, also are excellent sources of information. 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. Following is a brief outline of your standards as vice president membership; the rest of this book explains how to fulfill these standards.

Outside of the Club Meeting

1. Attend district-sponsored club-officer training.
2. Conduct ongoing membership building programs and efforts. Promote the goal of one new member per month and, if the club has fewer than 20 members, achieving 20 members by year-end or sooner. Promote club and Toastmasters International membership building programs and conduct a minimum of two formal club membership programs annually.
3. Follow up on and keep track of guests, new members joining, and members not attending meetings.
4. Explain the educational program to all prospective members, get their commitment to join and collect membership applications. Bring the applications to the club for voting and, if the members are accepted, collect dues and fees and give them to the treasurer with the applications.
5. Assist VPPR with maintaining the club's Web site and newsletter.
6. Ensure the club's meeting location and time are listed correctly on the club's Web site, promotional material and with WHQ.
7. Attend club executive committee meetings.
8. Attend and vote at area council meetings.
9. Arrange for a replacement if unable to attend a club meeting.
10. Prepare your successor for office.

At the Club Meeting

1. Greet guests and have each complete the Guest Information Card (Item 231).

2. Report on current membership, promote membership campaigns and welcome new members. The Promotional Welcome Ribbon (Item 393W) is perfect for this.
3. 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.
4. Help guests wishing to join complete the Application for Membership.
5. Speak with fellow members to determine if their needs are being met.

Club-Officer Training

Every June, July and August and December, January and February your district conducts club-officer training. These programs include a review of each officer's responsibilities and tips for fulfilling them. The programs allow you to meet officers from other clubs and provide an opportunity to share ideas and keep up on current information. You should make every effort to attend. Contact your district lieutenant governor education and training or visit your district Web site for information about the next program. Links to district Web sites are available at www.toastmasters.org/distwebsitelist.

Conduct Ongoing Membership-Building Programs

All new Toastmasters clubs charter with a minimum of 20 members; this is the ideal number of members nec-

essary to effectively support a Toastmasters program. Because people frequently change jobs, residences, and lifestyles, many members may find it difficult to make a strong commitment to a Toastmasters club. Therefore, even 40-plus member clubs should continually strive to bring in new members.

Not only do membership-building activities add to your club's roster to give you a stronger base of leaders, they provide the club with a continuous flow of fresh, new personalities and ideas. It's imperative that you work with the executive committee to develop strategies that will continually bring new members into the club.

Online Resources Available!

In addition to the suggestions found here, read more about building membership on the Membership Building page on the Toastmasters International Web site, www.toastmasters.org/membership_building.

Where to Start?

What is the secret to membership building? While it differs from club to club, "word-of-mouth" advertising is generally the best way to bring people to your club. Members who tell their friends, family, and co-workers about Toastmasters, will be the most successful in bringing in new members. There's nothing like member testimonials to motivate prospects to visit and possibly join the club. The ideal prospects are those men and women interested in becoming better speakers, gaining confidence, and developing leadership skills. You will also find that many people join Toastmasters for social reasons or networking purposes.

The club constitution requires that members must be at least 18 years of age. No person shall be excluded from individual membership in, or from any program or activity of, your club because of age (except those persons under 18 years of age), race, color, creed, gender, national or ethnic origin, sexual orientation, or physical or mental disability, so long as the individual, through his or her own effort, is able to participate in the program. However, the bylaws of the club may provide for other restrictions on the composition of the individual membership, e.g. to the employees of a particular company or agency, residents of a specific community,

or people sharing a special interest. In reality, anyone over the age of 18 is a candidate for membership in Toastmasters because no matter what a person does, good communication skills are vital.

Working with the vice president public relations, you can determine which promotional strategies can be most effective for your club. If your club is affiliated with a specific group or company, your strategies for building membership will differ from the strategies necessary to bring in members from the general public. Once you define your target market, you can develop the appropriate strategies for attracting those people. Toastmasters International has a number of promotional brochures and fliers that will help; see "Tools for Success" in the appendix.

The Key To Being An Effective Membership Builder

As vice president membership, you have the opportunity to impact the growth and development of your club. Success 101 (fka Membership Building 101) (Item 1622) is a free essential resource to help your club attract and retain members, and achieve success. To be most effective, follow these simple steps:

1. **Set a goal of one new member each month.**

Add at least one new member per month to help assure the constant influx of new members necessary to keep the club strong and healthy. If the club has fewer than 20 members, set another goal to have 20 members at year-end or sooner.

2. **Conduct at least two membership-building programs during your term.**

Think back to the first time you walked into a Toastmasters meeting. What motivated you to attend? If you're like most people, you were encouraged to visit a club meeting by a friend, relative or business associate who spoke enthusiastically about the Toastmasters program. Members make the best "salespeople" in Toastmasters and they should be rewarded for their efforts.

In a volunteer organization like ours, it's vital that we recognize those members who actively promote Toastmasters to others. Toastmasters International does this through various membership programs. At least

one membership building contest is being run by Toastmasters International at any given time. This includes:

- **Annual Membership Program** – This program recognizes individuals who sponsor five, 10, 15 or more new members during the year. In some districts, the district governor recognizes individuals who sponsor three or more members with a governor's award ribbon. Contact your district governor for details. To qualify, the member's name must be listed as the new member's sponsor on the Application for Membership (Item 400) when it's submitted to World Headquarters.
- **Talk up Toastmasters** – This membership promotion program recognizes clubs that add five members during the months of February and March. The club will receive an award suitable for display on the club banner.
- **Smedley Award** – This program commemorates the founding of Toastmasters International on October 22, 1924. It recognizes clubs for adding five or more members during the months of August and September. The club will receive an award suitable for display on the club banner.
- **Beat the Clock!** – Your club can quickly build Distinguished Club Program credit by adding new members. In addition, when your club adds five new, dual or reinstated members to your roster between May 1 and June 30, you earn your choice of one item from *The Better Speaker Series* or *The Successful Club Series* modules.

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

Completed applications and dues must be received at World Headquarters during the months of May and June. Applications must be received no later than midnight June 30.

Your district governor will be notified if your club receives any of the abovementioned awards. He/She may wish to recognize your club at the following district conference.

For complete information about all Toastmasters International-sponsored membership programs,

see your club's copy of Membership Building Contests (Item 1620) or download it from the Toastmasters International Web site at www.toastmasters.org/brochures.

One of your first duties as vice president membership is to develop and begin implementing a club-sponsored membership contest to run the duration of your term. A useful tool in this effort is *A Simple Membership Building Contest* (Item 1621). This is a sample membership contest framework that will help you organize and track a club-based membership building program. Download it from the TI Web site www.toastmasters.org.

Here are some ideas for contests your club can support:

- **Running the Marathon** – Cut out a paper doll for each member of your club, putting a member's name on each figure. On a large poster board, set up the figures as if they were on the "starting line." Determine a distance for the race, such as 5K, with each kilometer representing one new member. Mark the five kilometers on the board, with a "finish line" at the end. As each member brings a new member into the club, that member moves one kilometer closer to the finish line. The first member to sponsor five new members wins the race.
- **Poker Chips** – At the beginning of your term, give each club member a small plastic cup with his or her name written on it. Every time a club member sponsors a new member, he/she will be given a poker chip to put in his/her cup. At the end of your term, whoever has the most chips wins a prize.

Prizes should be determined in advance by the executive committee, and can include anything from a free dinner to a gift certificate for items on the Toastmasters International Store. The committee can also decide whether to give just one award or award prizes to the top three membership builders.

Your membership program should be creative yet simple, and members should be encouraged to participate. Each issue of TIPS – the bimonthly newsletter posted on the Toastmasters International Web

site – includes ideas on membership building contests. *The Membership Growth Manual* (Item 1159) also contains detailed membership building ideas.

But Wait, There's More!

Work with the vice president public relations to build membership in your club by:

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

At every club meeting, report on the club's current membership and promote the membership programs. Give an update on which members are leading the membership contest, how many new members have joined, and how much time is remaining in the contest. Inspire all members to participate in the contest. Warmly welcome guests and new members.

3. Welcome guests.

Now that your members are inspired to bring prospects to your club, you must prepare for their visits. Think back to the first time you visited a Toastmasters club. Were you greeted at the door and made to feel welcome? Did someone take the time to explain the Toastmasters program and benefits to you? Were you asked to join the club or were you invited to visit again? Consider the person who visits a club and is virtually ignored during the entire

meeting. Would this person be excited about joining the club? Probably not.

It's extremely important that you, and all members of the club, make every effort to greet guests as they arrive at your meeting. Introduce yourself, and invite the guest to sit next to you or another member of your membership committee. Provide the guest with Toastmasters' promotional literature. Prior to or after the meeting, find out a little about your guests, such as their job or background. Ask why they chose to visit your club – what they expect to learn or achieve in Toastmasters. Then explain how your club operates, and point out how membership in the club will help them become better communicators and better leaders.

Before adjourning the meeting, and with their prior permission, invite guests to comment. Did they enjoy the meeting? What aspect of the meeting was especially appealing to them? Do they feel that they can benefit from Toastmasters? If you receive a positive response to these questions, ask each guest to apply for membership in the club or, if they are undecided about joining, invite them to attend the next meeting. Be sure to send all guests a follow-up note, thanking them for attending and reinforcing the club's desire to have them return for the following meeting. Guest Information Cards (Item 231) and Note Cards (Item 352) are ideal for following up on guests' visits.

Even if a guest indicates that he/she will probably apply for membership in the club "next week," follow up. Remember, no one becomes a member until he or she has completed the application, paid dues and new member fees to Toastmasters International, and been voted into the club by a majority vote of the members present and voting at the meeting. Once you receive that commitment, you have successfully recruited that new member.

4. Vote New Members into your club.

The Toastmasters club is a private association, and club membership is by invitation only. As is stated in the club constitution, a prospective member must be elected to membership upon favorable vote of at least a majority of active members present and voting. This is not an option. Every club must vote in its members.

A procedure for voting in members is found in the president's manual. This procedure should be followed before accepting money from a person. Generally, your club will accept everyone who joins. Occasionally, however, someone may wish to join your club whose goals are not compatible with those of the club. An established voting procedure gives your club the opportunity to deny membership to such a person. Of course, denial of membership cannot be based on discrimination. Also, should it become necessary to vote a member out of your club, you will be on firmer legal ground if the person was voted into your club.

5. Make sure all Applications for Membership (Item 400) are completed accurately and are immediately submitted to World Headquarters.

A person who pays dues, completes an application, and is voted in by the club is not considered a member of Toastmasters International until the application has been processed at World Headquarters. Too often, club officers will write or call World Headquarters to ask why a new member has not received the New Member Kit or the *Toastmaster* magazine. Usually, the reason is that the application was never received at Toastmasters International.

You should always help the new member complete the Application for Membership (Item 400). Following is a detailed explanation of how to complete the application:

- Have the new member fill out his/her name, mailing address, and telephone number. Ensure the person meets the membership eligibility requirements of being 18 years or older.
 - Fill out the club and district numbers of the club, and tell the new member of those numbers. Toastmasters International records recognize numbers only. Failure to have the club and district numbers listed will delay the processing of the application. The area numbers or division letters are not necessary.
 - Complete the "date joined" – month and year only. The month listed must correspond with the pro-rated dues listed on the remittance section of the application.
- Check the appropriate box representing the member's status. The member can be one of the following:
 - *New: First time joining a Toastmasters club.*
 - *Reinstated: A former member of any Toastmasters club who has a lapse in membership.*
 - *Transfer: Currently a paid member of another Toastmasters club. Former club and district numbers must be listed in order for the member to retain continuous membership.*
 - *Dual: Recognized by Toastmasters International as a full member of more than one club. Must pay international dues.*
 - If the new member is being sponsored by another member, list the sponsor's name (as it appears on the *Toastmaster* magazine label) and home club and district numbers.

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

 - *the sponsor recruits the prospect and invites that person to attend the club meeting*
 - *the sponsor meets the prospect at the meeting, sits with the prospect during the meeting, and encourages that person to join the club*
 - *the sponsor tells the prospect all about Toastmasters, and helps that person find an appropriate club to join.*

If new members join on their own without any encouragement or coaching from another member, or if there was not one particular member responsible for bringing in the new member, no sponsor should be listed.
 - All new members joining a Toastmasters club, regardless of whether they need the New Member Kit, are required to pay the \$20.00 New Member Fee. The same is true for reinstated members who require the educational materials. Transfer members, dual members, and late-paying continuing members are not required to pay this fee.

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

- Dues are prorated to \$4.50 (\$3.50 for clubs not assigned to districts) per month, based on the April and October dues reports. Therefore, a member who joins the club in April will pay the full \$27.00 dues (\$21.00 for clubs not assigned to districts), but the member who joins in September must only pay \$4.50 dues (\$3.50 for clubs not assigned to districts) with the \$27.00 semiannual dues (\$21.00 for clubs not assigned to districts) required the following month.

For members who join a club in September or March, the club is encouraged to collect \$31.50 dues (\$24.50 for clubs not assigned to districts) to cover that month and the following six-month period. Club membership lists are printed in early September and early March, so the names of members whose Applications for Membership (Item 400) are submitted to World Headquarters after that time will not appear on the dues renewal list. Unless the club submits the \$27.00 dues (\$21.00 for clubs not assigned to districts) – either with the application or with the club’s renewal list – the new member will be recognized as an active club member only for the month the member joined.

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

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

Dual, reinstated and transferred member applications must be faxed or mailed to World Headquarters. Add new members online at **members.toastmasters.org** or submit applications immediately after the new member joins to

ensure that the new members will be sent their New Member Kit right away, and will begin receiving monthly issues of the *Toastmaster* magazine. No one can become a member of a Toastmasters club until the application is received and processed at World Headquarters. Delays in adding new members online or submitting Applications for Membership (Item 400) may cause a member to be ineligible for speech contests and may delay educational awards.

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

6. **Ask the vice president education to assign a mentor for each new member.**

New members need extra support as they begin the Toastmasters program. Mentors provide this extra help. The vice president education should immediately assign a mentor to each new member.

7. **Ensure that a thorough orientation session – including a formal induction – is conducted for all new members.**

This should be done in cooperation with the vice president education.

Toastmasters International strongly recommends that the club use the New Member Orientation Kit for Clubs (Item 1162). This kit contains materials and instructions that will assist in orienting and inducting five new members. It includes:

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

The materials provided in this kit, along with the New Member Kit, form the base that each new member needs in order to become fully integrated into the club's educational and social structure.

The induction ceremony is the specific responsibility of the vice president membership, but may be performed by the club president, the vice president membership, or by any senior Toastmaster who can handle it with style.

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

INDUCTING OFFICER

"Membership in Toastmasters is a privilege. And the only way to gain the benefits of our program is to actively participate.

Do you, (names), promise to be active members of this club, to attend meetings regularly and prepare fully for your duties? Do you also promise to fulfill the other points in the Toastmasters Promise?" (You can list additional points if you wish.) (Members reply, "Yes.")

Then turn to the club and ask...

"Do you, the members of _____ Toastmasters club, promise to support (names) as they work the Toastmasters program?" (The club members say, "Yes.")

"It is my pleasure to declare you installed as members of _____ Toastmasters club." (If your club presents a Toastmasters pin to members, do it at this time.)

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

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

Member Satisfaction

As an officer of the club, it's your responsibility to make sure that all members are satisfied with what they're getting out of the Toastmasters club. Member satisfaction is important because it provides continuity in the club and assures a strong leadership base.

Keep in touch with the members' needs. Using the Member Interest Survey (Item 403) and New Member Profile Sheet (Item 405), and working with the vice president education, at every meeting speak with as many members as possible to discover what they enjoy

about Toastmasters and what, if anything, they're dissatisfied with. The answer to keeping members happy can be as simple as seeking their suggestions on an issue or recognizing them for always being prepared at meetings.

One way to effectively monitor member satisfaction is to periodically distribute Club Climate Questionnaires (Item 251C) to your members. This helpful tool can provide insight to the members' thoughts and feelings about the club.

Take these steps to increase member satisfaction:

- **Identify ways to improve the club meetings.**

Work with the vice president education and the other officers to keep meetings diverse, entertaining and educational. Keep in mind that your purpose is to do whatever is necessary to provide the best climate at club meetings, fulfilling the club's obligation to help members "learn best in moments of enjoyment."

- **Contact members who miss meetings.**

It's easy for people to let Toastmasters slip to the bottom of their priority lists.

"My job has kept me really busy lately."

"I need to spend more time with my family."

"I just didn't have a spare moment last week."

Although these can be valid reasons for missing club meetings, there may also be underlying issues. Perhaps the member received a particularly critical evaluation or has been bored with the same program week after week.

Telephone members who are not regularly attending meetings and urge them to return.

Everyone can benefit from the Toastmasters program, and no one should ever feel that there's nothing more to learn. The social and educational benefits of Toastmasters will never cease; you can stress these points when encouraging members to remain active in the club.

Dues Renewals

Prior to the due dates of April 1 and October 1 club officers will receive notice via e-mail that the club's current member list can be reviewed at members.toastmasters.org.

As soon as the president receives the report, he/she should meet with you, the secretary, and the treasurer to complete the process. It's the treasurer's responsibility to collect the dues and the secretary's responsibility to update the membership list. You must work with the secretary to verify the names and addresses on the listing and make any corrections. Once completed, keep a copy for your club's records. Your club receives on-time credit in the Distinguished Club Program when dues are received by October 10 and April 10.

Do not add the names and addresses of any new members who joined after the start of the dues period (October 1 or April 1); instead, if you have not already done so, add them online or send an Application for Membership (Item 400) for each new member in a separate envelope to World Headquarters. Enclosing membership applications with the renewal delays processing of the applications. Please remember, dual members (those belonging to more than one club) must pay full International dues in each club to which they belong.

Double-check your work. An accurate membership report is important. Accidentally omitting someone from your list jeopardizes that person's eligibility for speech contests and educational awards. And that person will no longer receive the *Toastmaster* magazine. Be careful about sending dues for people who have not paid the club. Do not assume these people will renew; if they don't, your club loses money. Dues are non-refundable and non-transferable.

If paying by credit card, pay your renewals online by visiting the TI Web site at members.toastmasters.org. By paying online you will receive confirmation. Dues renewals may also be mailed or faxed. We do not recommend sending renewals via e-mail because it not secure.

Because of the number of submissions received, it is not possible to confirm receipt of dues renewals sent by mail or fax.

Please submit by one method only to avoid duplication. Include:

1. The names and addresses of the members for whom you are paying dues.
2. A statement that these are continuing members who paid their dues after the renewals were submitted.

Payments can be made any time during the reporting period. In order to keep its charter in good standing, your Toastmasters club must maintain a minimum level of six members, at least three of whom were members of the club during the last renewal period.

The Membership Committee

Once you are elected to the position of vice president membership, you should immediately enlist other members to serve on your membership committee. These members can then work with you in developing and implementing your membership programs.

Attend Executive Committee Meetings

Regular executive committee meetings are vital to the success of the club. As a member of the executive committee, one of your responsibilities is to ensure the club is functioning well and is helping members in their self-development efforts. This is a good time to discuss your ideas for membership-building and retention programs.

Attend and Vote at Area Council Meetings

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

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 membership – to carry out your duties.

Prepare Your Successor for Office

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

Your Leadership Opportunity

As vice president membership, 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 Toastmasters program. Your membership 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 membership is a terrific opportunity for you to develop and enhance your leadership skills while serving your club.

Successful leaders:

Set goals. As vice president membership, you want to attract new members to your club. You should write down the specific goal you want achieved: To have each member sponsor at least one new member during your term. This is a realistic and attainable goal. Write down goals in order of priority.

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

If your goal is to have each member sponsor at least one new member during your term, you might break down this goal to have every member bring at least two guests to one meeting per month.

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. Sometimes leaders are reluctant to coach because they feel uneasy when offering negative feedback. Coaching is important, however, because it helps team members see their own strengths and weaknesses, and helps them build on their strengths and overcome their weaknesses. Leaders must constantly observe and give feedback.

The four steps to coaching are:

- Get agreement that a problem exists. You can't solve a problem until you and the team member agree there is a problem.
- Discuss solutions. You and the team member should outline possible solutions to the problem.
- Agree on actions to be taken. Explain what behavior is necessary to produce the desired result and develop a timetable for carrying it out.
- Follow up. Check periodically to see that the member is acting according to the agreement.

For example, a long-time club member absolutely refuses to participate in club membership contests, complaining that "we don't need any more members in our club." Other members are upset with this member, because he is discouraging those who are participating. You should:

- Speak with the member privately. Explain how important it is to introduce new members to the

Toastmasters program, and how sponsoring members deserve recognition for their work.

- Explain the reasons why clubs need to bring in new members.
- Make sure the member understands how his attitude and actions can positively or negatively affect the other members. Get a commitment from him to support the membership programs, even if he doesn't wish to participate.
- Monitor the member's attitude over the next few months to determine if he has become more positive about the membership programs.

Recognize achievement. 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.

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 guidelines, you will enjoy a successful and rewarding term as vice president membership.

For ideas on achievement recognition, go to www.toastmasters.org/Awards.

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. 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 Membership's Calendar/Checklist

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

June

Before taking office in July you should:

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

July

- Attend district-sponsored club-officer training program if you didn't attend in June.
- Meet with membership committee to plan membership-building activities.
- Report on results of *Beat the Clock!* and TI annual membership programs at club meeting and in club newsletter.
- Promote TI's membership programs, including Smedley Award, during meetings and in club newsletter.

- Contact members who missed club meetings.
- Have members complete a Member Interest Survey.
- Attend executive committee meeting and report on membership activities/accomplishments/plans.
- Have all new members complete Application for Membership.
- Arrange to have new members voted into club and inducted.
- Ask vice president education to orient new members.
- Provide guests with information about the club.
- Follow up with guests and invite them to attend again or to join.
- Attend and vote at area council meeting.
- _____
- _____

August

- Attend district-sponsored club-officer training program if you didn't attend in June or July.
- Meet with membership committee to plan membership-building activities.
- Promote Smedley Award membership campaign during club meetings and in club newsletter.
- Work with president, secretary and treasurer to collect renewal payments.
- Review results of Member Interest Survey and discuss them with executive committee.
- Contact members who missed club meetings.
- Attend executive committee meeting and report on membership activities/accomplishments/plans.
- Have all new members complete Application for Membership.

- Arrange to have new members voted into club and inducted.
- Ask vice president education to orient new members.
- Provide guests with information about the club.
- Follow up with guests and invite them to attend again or to join.
- Attend and vote at area council meeting.
- _____
- _____

September

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

October

- Meet with membership committee to plan membership-building activities.
- Ensure dues renewals are received at World Headquarters by October 1.
- Promote Annual Membership Program and Annual Club Membership Program during club meetings and in club newsletter.
- Report on results of Smedley Award membership campaign at club meeting and in club newsletter.

- Contact members who missed club meetings.
- Ensure club's meeting and contact information is listed correctly with WHQ.
- Meet with VPPR to discuss Web site updates and new articles for the newsletter.
- Attend executive committee meeting and report on membership activities/accomplishments/plans.
- Have all new members complete Application for Membership.
- Arrange to have new members voted into club and inducted.
- Ask vice president education to orient new members.
- Provide guests with information about the club.
- Follow up with guests and invite them to attend again or to join.
- Attend and vote at area council meeting.
- _____
- _____

November

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

December

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

If the club elects semiannually, the incoming vice president membership should:

- Attend district-sponsored club-officer training program.
- Read vice president membership.
- Ask 1-3 people to serve on membership 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.
- Meet with membership committee to plan membership-building activities.
- Promote Annual Membership Program and Annual Club Membership Program during club meetings and in club newsletter.
- Contact members who missed club meetings.
- Attend executive committee meeting and report on membership activities/accomplishments /plans.

- Have all new members complete Application for Membership.
- Arrange to have new members voted into club and inducted.
- Ask vice president education to orient new members.
- Review TI Catalog and order membership building and other promotional material.
- Provide guests with information about the club.
- Follow up with guests and invite them to attend again or to join.
- Attend and vote at area council meeting.
- _____
- _____

February

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

March

- Meet with membership committee to plan membership building activities.
- Promote *Talk Up Toastmasters* membership campaign during club meetings and in club newsletter.

- Work with president, secretary, and treasurer to collect dues and complete the dues renewal process. Dues must be at World Headquarters by April 1.
- Contact members who missed club meetings.
- Attend executive committee meeting and report on membership activities/accomplishments/plans.
- Have all new members complete Application for Membership.
- Arrange to have new members voted into club and inducted.
- Ask vice president education to orient new members.
- Provide guests with information about the club.
- Follow up with guests and invite them to attend again or to join.
- Attend and vote at area council meeting.
- _____
- _____

April

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

May

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

June

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

Appendix

Web Resources

Adding New Members	www.toastmasters.org/AddNewMembers
Agendas for Meetings	www.toastmasters.org/agendas
Apply for Awards Online	www.toastmasters.org/ClubBusiness
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
Membership Applications (PDF)	www.toastmasters.org/membershipapps
Membership Building Contest Flier	www.toastmasters.org/1620_flier
Membership Building Contest Reports	www.toastmasters.org/membershipcontests
Order Form (PDF)	www.toastmasters.org/orderform
Order Products Online	www.toastmasters.org/shop
Organization Chart (PDF)	www.toastmasters.org/OrgChart
Policies and Procedures	www.toastmasters.org/policiesandprocedures
Recognition Awards	www.toastmasters.org/Awards
Simple Membership Building Contest; A	www.toastmasters.org/simplecontest
Speechcraft Description	www.toastmasters.org/Speechcraft
Success101	www.toastmasters.org/membldg101
Success/Communication and Success/Leadership	www.toastmasters.org/SuccessPrograms
WHQ E-mails for Member Questions	www.toastmasters.org/departments

Tools for Success

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

1205	Catalog... up to 2 copies free \$1.50 Each additional copy	367	Promotional Poster... poster used in conjunction with promotional pamphlets (Set of 5) \$4.00
99	Find Your Voice... up to 20 copies free \$.20 Each additional copy	400	Application for Membership (Pad of 20) N/C
101	Confidence. The Voice of Leadership. Promotional brochure. Up to 20 copies free \$.20 Each additional copy	403	Member Interest Survey... Can be used in helping to plan club programs around needs and interest of members (Pad of 25) \$1.75
103	Clear Communication. Your Organization Needs It... promotional folder \$.50	405	New Member Profile Sheet... Outline for introducing new members to Toastmasters and determining their goals and how to meet them (Set of 10) \$1.00
108	From Prospect to Guest to Member... Prospecting for and signing new members 3 no charge—each additional \$.25	904	Visitor's Card... Handy information card for club guests to complete (Set of 30) \$2.25
115	Toastmasters Can Help... Flier promotes how to gain confidence through membership (Set of 50) \$2.50	1158	How to Rebuild a Toastmasters Club... Guidelines for reviving a struggling club. \$ 1.00
114	Toastmasters – It's More Than Just Talk... Flier promotes good communication skills acquired through participation in Toastmasters. (Set of 50) \$2.50	1159	Membership Growth Manual... An array of ideas for attracting new members \$2.50
116	How Confident Are You?... This 8.5x11" flier promotes Toastmasters as an aid to boost your confidence. (Set of 50) \$2.50	1160	Membership-Building Kit... Collection of promotional brochures and booklets in a folder \$10.00
121	How to Build a Toastmasters Club... Everything you need to know about building a new club in eight weeks \$2.00	1162	New Member Orientation Kit For Clubs... Folder containing everything your club needs to orient and induct new members \$5.50
124	All About Toastmasters \$.25	1167	Toastmasters and You... For new members before they receive New Member Kit from WHQ \$3.50
344	Guest Invitation Card (25 cards and envelopes) \$5.25	1167A	Package of five "Toastmasters and You" Kits . . . \$15.00
348	Invitation to Membership (25 cards and envelopes) \$5.25	1620	Membership Programs flier... Explains current annual membership building program and awards (3 per club) N/C
354	Your Membership Provides... One-page flier (Set of 25) no charge – each additional set \$1.50	1621	A Simple Membership-Building Contest Easy to follow guidelines for conducting a membership building program in your club N/C
244DVD	Welcome to Toastmasters!... Use this promotional DVD to attract new members to your club! \$5.00	1310K	Vice President Membership Essentials Use these essential items to make your term as VPM a success! \$16.00

Order online at www.toastmasters.org/shop

Member Interest Survey

Club Officer: One of your responsibilities is to make sure members set and achieve their communication and leadership goals. Ask each member to complete the survey below. Review responses every few months to ensure the club is meeting the member's needs.

▶ **Member Name:** _____

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

1. _____

2. _____

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

1. _____

2. _____

INTERESTS

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

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

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

What suggestions do you have for improving our club?

What do you like about our club?

New Member Profile Sheet

Biographical Data

Name _____

Occupation and Employer _____

Accomplishments and Interests _____

Personal and Career Goals _____

Name of Sponsor _____

Name of Mentor _____

Communication and Leadership Goals

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

Is public speaking a requirement of your job or profession?

How would you describe your current skill level as a speaker?

Do you have any specific fears relative to public speaking?

Why did you choose to join a Toastmasters club?

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

Do you wish to improve your ability to...

Persuade and convince others?

Put ideas across clearly and understandably?

Improve your self-confidence before a group of people?

Think quickly and clearly under pressure?

Become skilled in group leadership?

Listen effectively and critically?

Tactfully evaluate someone else's presentations?

Gracefully accept helpful criticism?

Other (specify) _____

Other (specify) _____

Distribution: Member / Club file / Vice President Education / Mentor

Toastmasters International

www.toastmasters.org

Prospective Member Follow-Up

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

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

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Standards for Other Officers

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. The vice president education is responsible for planning successful club meetings so that each member has the opportunity to achieve his or her educational goals. He or she is the second-highest ranking club officer, presiding at club and executive committee meetings in the absence of the president. Standards outside of the club meeting are to: • Plan club meetings, completing schedules and assignments at least three weeks in advance and confirming each schedule five to seven days before the meeting • Promote participation in the educational program. Get commitment from new members to achieve the CC award within one year or less and schedule them to speak accordingly. Get commitment from CCs to earn ACB awards within one year, and get commitment from ACB and ACS recipients to earn the next award within one year. Get commitment from members to earn the CL award, and get commitment from CLs to earn the ALB award within one year. Track all members' progress toward these awards • Orient new members to the Toastmasters program within two meetings after they join • Assign every new member a mentor • Attend club executive committee meetings and preside when the president is absent • Attend district council meetings and vote the club's proxy • Vote at regional and international business meetings • Attend district-sponsored club-officer training • Arrange

for a replacement if unable to attend a meeting • Prepare successor for office. Standards at the club meeting are to:

- Assign each new member to be a table topics participant at the first meeting after joining, to a meeting role at the third meeting or earlier, and to give the Ice Breaker manual project at the fourth meeting or sooner
- Ensure a club member conducts *The Successful Club Series* programs “Evaluate to Motivate,” “Moments of Truth,” “Mentoring,” and “Finding New Members for Your Club” at least once per year
- Monitor club performance quarterly in cooperation with the club president
- Initial speakers’ Records of Assignments and ensure eligible members fill out their award applications
- Preside over the meeting when the president is absent.

Vice President Membership (see your standards elsewhere in this manual)

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
- Submit the club officer list by visiting members.toastmasters.org or mail it to World Headquarters within 10 days after elections
- Handle general club correspondence
- Keeps club files, including the club charter, Constitution and Bylaws, minutes, resolutions, and correspondence
- Attend club executive committee 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 membership to contact members who have not paid dues
- Submit new member applications and dues to World Headquarters within 48 hours after receipt
- Pay bills as due
- Keep records of all financial transactions
- Present verbal and written financial reports quarterly (October 15, January 15, April 15, and July 15)
- Submit club accounts for audit
- Attend club executive committee meetings
- 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 arranges 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 membership. You can use the information to improve your performance in your next leadership role and to help you prepare your successor for office.

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

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

- What was your favorite membership building program? Why?
How did the VPM promote this membership campaign?

- What was your least favorite membership building program? Why?
How did the VPM promote this membership campaign?

- Did all new members complete a guest card?

-
- How successful were the VPM's efforts to attract absent members back to the club? Why?

 - Did the VPM ensure that all new members were voted into the club?

 - Describe the VPM's effectiveness when meeting administrative challenges regarding sending new member applications to World Headquarters.

 - Was the VPM's method of explaining the educational program to prospective members effective? Why or why not?

 - Did the VPM report to the club regarding his or her efforts to follow-up with guests?

 - Did the VPM work well with the president and VPE to conduct a formal induction ceremony for new members? Why or why not?

 - Describe your impressions of the methods the VPM used to determine if the club met members' needs.

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