CLUB LEADERSHIP HANDBOOK

A Guide to Effective
Club Leadership

WHERE LEADERS
ARE MADE

Rev. 01/2021

TOASTMASTERS INTERNATIONAL®

CLUB LEADERSHIP HANDBOOK

A Guide to Effective Club Leadership

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Item 1310 Rev. 01/2021

TOASTMASTERS INTERNATIONAL

WHERE LEADERS ARE MADE

www.toastmasters.org

Toastmasters International Mission

We empower individuals to become more effective communicators and leaders.

District Mission

We build new clubs and support all clubs in achieving excellence.

Club Mission

We provide a supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth.

Toastmasters International Core Values

- Integrity
- Respect
- Service
- Excellence

Toastmasters International Brand Promise

Empowering individuals through personal and professional development.

This is the promise Toastmasters International makes to club members. Once we have reached this goal consistently, through all clubs across the globe, we will have achieved club excellence.

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 projects to the best of my ability, basing them on the Toastmasters education program
- 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 education and recognition programs
- To act within Toastmasters' core values of integrity, respect, service, and excellence during the conduct of all Toastmasters activities

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INTRODUCTION

Look for tips throughout the handbook in burgundy for our online clubs and clubs with online participation. Additional information can be found by going to **www.toastmasters.org/Online-Meetings**.

Congratulations! As an elected officer of your Toastmasters club, you have the opportunity to aid in your club's success and gain valuable hands-on leadership experience. Unlike other training programs, where you learn how to be a successful leader by reading books and attending lectures, Toastmasters gives you the opportunity to gain practical leadership experience while helping people learn and grow in their professions and their personal lives.

As a club leader, you play an important role in the mission of Toastmasters International: We empower individuals to become more effective communicators and leaders.

Serving as a club officer is a great responsibility and an exciting opportunity. Your term of office is filled with chances for you to renew your perspective, practice teamwork, and develop your capacity to translate values and strategies into productive actions.

The tools and resources in this handbook guide you in creating strategies for success and in fulfilling your duties as a leader. Publications available on the Toastmasters International website are one such tool; to help identify them, they are called out in this handbook. You can also find answers to your leadership questions, whether you are an experienced leader or a novice.

CLUB-LEVEL LEADERSHIP ROLES

In order to lead your team effectively, you must first understand your role within the organization as a club officer. Having a clear understanding of your responsibilities and procedures is essential to the success of the club. Once you know them, you can work cohesively with your team members and fellow club officers.

Each leadership position is represented by an icon specific to that role. Throughout the handbook, identify information especially pertinent to your role by locating your icon in the margins. The club-level leadership positions described in this handbook are the following.

1. President
2. Vice President Education
3. Vice President Membership
4. Vice President Public Relations
5. Secretary
6. Treasurer
7. Sergeant at Arms

Get Started!

- **Read this handbook.**
  It is full of practical advice to point you in the right direction. Pay special attention to your specific role and the Toastmasters calendar, and use the handbook as a reference throughout your term.
- **Meet with the outgoing club officers.**
  This gives you the opportunity to learn about projects, problems, or situations that still need attention in the coming year. It is also a chance to receive any paperwork, files, and club property important to completing your term of office.
- **Hold your first executive committee meeting.**
  Though all club officers are likely to know each other, it is a good idea to hold an informal gathering to brainstorm, look ahead, and begin creating a **Club Success Plan** (Item 1111CSP).
- **Attend club officer training.**
  The District provides club officer training twice per year. It is a great learning opportunity and gives credit toward the Distinguished Club Program.
- **Get connected.**
  Stay current on all new developments via **The Leader Letter**, ***Toastmaster* magazine**, and Toastmasters International's social media channels. Ensure your email address is on file with World Headquarters to receive communications on important reminders and events. If your email address needs to be updated, contact us at **membership@toastmasters.org**.

Club Central

As a club officer, you have access to **Club Central**, a portal to online tools that help you take care of club business conveniently. There are **Club Central Tutorials** available that will help you familiarize yourself with the portal. Log in to **Club Central** at **www.toastmasters.org/ClubCentral** using your user name and password. **Club Central** opens with a listing of all clubs in which you serve as an officer. Select the club for which you want to view, update, or print information. From **Club Central** you can:

- Submit **Membership Applications** (new/dual/reinstated)—transfer applications cannot be submitted via Club Central
- Submit payment for membership dues
- Review club receipts and statements
- Submit education awards
- Update club contact and meeting information and club demographics
- Assign club officers
- Review the club membership roster and update members' contact information
- Review and update the club's Addendum of Standard Club Options
- Review the club's awards and achievements
- Review the club's Distinguished Performance Reports
- Verify member eligibility for speech contests and proxy assignments
- View and download club anniversary certificates

As a club officer, you have many opportunities to lead. You may find yourself helping to resolve a conflict between club members, planning a club event, or delegating important tasks to volunteers; depending on your role, you may submit paperwork, club dues, or membership reports to World Headquarters in a timely fashion. Whenever leadership opportunities arise, use the following guidelines:

Tips for Leaders

- **Plan ahead.**
  Those who fail to plan, plan to fail.
- **Set realistic goals.**
  Do not overburden your club members; focus on fulfilling the club mission and achieving the **Distinguished Club Program goals**, and most everything else falls into place.
- **Communicate early and often.**
  Do not let problems linger. Address them in a positive manner to resolve them.
- **Be a leader.**
  Your job is to help your club's members and fellow club officers achieve their education goals in Toastmasters.

NEED HELP?

Check out our frequently asked questions available on the Toastmasters International website: **www.toastmasters.org/Faq**. For matters of conflict, you may refer to the **Policy Violations Quick Reference Guide**. In addition, you may contact World Headquarters for assistance with any questions or concerns: **www.toastmasters.org/ContactUs**.

LEADERSHIP EDUCATION PHILOSOPHY

Leaders achieve results for their clubs by giving priority attention to the needs of their members and fellow club officers. Consider yourself a steward of your club's resources—human, financial, and physical. Leadership is a lifelong journey that includes a desire to serve others and a commitment to lead. Strive to be trustworthy, self-aware, humble, caring, visionary, and empowering.

CLUB CONSTITUTION FOR CLUBS OF TOASTMASTERS INTERNATIONAL

Article VI: Officers, Section 1

Club Officer Resources

Club officer questions	clubofficers@toastmasters.org
Email contacts	www.toastmasters.org/ContactUs
Toastmasters Club Central	www.toastmasters.org/ClubCentral
Governing documents	www.toastmasters.org/GovDocs
Toastmasters Online Store	www.toastmasters.org/Shop
Marketing resources, such as manuals, fliers, and promotional materials	www.toastmasters.org/Marketing
Free resources, such as stationery templates, logos, and branded images	www.toastmasters.org/BrandPortal
District websites	www.toastmasters.org/DistrictWebsites
Toastmaster magazine	www.toastmasters.org/Magazine
Standards of conduct	www.toastmasters.org/EthicsAndConduct
The Leader Letter	www.toastmasters.org/LeaderLetter
Tax questions	irsquestions@toastmasters.org
Insurance questions	tminsurance@toastmasters.org

GOVERNANCE

Club officers have many opportunities to participate in the governance of Toastmasters International, even outside the club. As a club officer, you have the opportunity to interact with District leaders, participate in Area and District Council meetings, elect District and international leaders, and vote on important governance issues at the Annual Business Meeting.

GOVERNING DOCUMENTS

Each club is governed by the policies of the organization. The ***Club Constitution for Clubs of Toastmasters International*** is the club's main governing document.

CLUB CONSTITUTION FOR CLUBS OF TOASTMASTERS INTERNATIONAL

A club may amend portions of the Addendum of Standard Club Options as long as they do not conflict with the ***Club Constitution for Clubs of Toastmasters International*** or ***Policy and Protocol***.

Amendments to the Addendum of Standard Club Options may be made with a majority vote by club members. The vote must occur at a duly called and noticed club business meeting with a quorum of voting members present.

Any changes to the addendum should be documented and kept on file through the Toastmasters International website in **Club Central**. Changes to a club name, location, meeting time, and place are also made in **Club Central**. You can also submit the information to World Headquarters by email to **clubofficers@toastmasters.org**.

CLUB EXECUTIVE COMMITTEE

The executive committee of a Toastmasters club consists of all eight club officers (Club President, Vice President Education, Vice President Membership, Vice President Public Relations, Club Secretary, Club Treasurer, Sergeant at Arms, and the Immediate Past Club President).

The Club President serves as the Club Executive Committee chair. Working as a team, the Club Executive Committee must manage all business and administrative affairs of the club. Access to Club Central is granted to the elected Club President, Vice President Education, Vice President Membership, Vice President Public Relations, Club Secretary, Club Treasurer, and Sergeant at Arms. The Immediate Past Club President provides advice and guidance as requested by the Club President.

CLUB EXECUTIVE COMMITTEE MEETINGS

The executive committee meets as necessary to discuss club affairs. Some clubs' executive committees meet twice a month, while others meet monthly. How frequently the committee meets is its decision, but it is important for a newly elected committee to meet at the beginning of their term to discuss the budget and complete or update the **Club Success Plan**.

Club members who do not serve on the executive committee are welcome and encouraged to attend meetings as silent observers. However, guests or non-members are not allowed to attend.

A majority of the Club Executive Committee constitutes a quorum for the transaction of the committee's business. See the ***Club Constitution for Clubs of Toastmasters International***, Articles VIII: Committees and V: Quorum and Voting. All decisions made by the Club Executive Committee must be approved by the club. If the club does not approve of an Club Executive Committee decision, it is invalid.

Club Executive Committee Duties

- Create a club budget
- Complete a Club Success Plan
- Strategize for success in the Distinguished Club Program
- Create and oversee other club committees as necessary

1

Components of a Club Executive Committee Meeting

- **Agenda**
  Include minutes of the last meeting, officers' reports, inactive membership status, and a review of membership and education activities, to name a few. If committee members have trouble keeping with the timing on the agenda, use a timer at the meeting.
- **Procedure**
  Keep the meeting organized and productive using parliamentary procedures. The Club President sets the tone, serving as a role model for keeping order and showing respect for other committee members' opinions.
- **Pace**
  Maintain a fast pace and keep the meeting short. Save the inventive problem-solving and creative thinking for the end.
- **Participation**
  Require that every committee member reports or otherwise contributes at the meeting.
- **Review**
  Review your club's annual goals and progress in the ***Distinguished Club Program and Club Success Plan*** (Item 1111).
- **Forward Thinking**
  Discuss items to be on the agendas of future meetings.
- **Creativity**
  Do not get stuck in the "we have always done it this way" mentality. Invigorate and encourage fellow members to think creatively and propose new ideas.

There is usually plenty to talk about at an executive committee meeting, and it is critical that everything gets covered. Setting a very specific agenda with target times helps. Here is an example:

1 5 7

7–7:05 p.m.	Call to order by the President who provides opening remarks
7:05–7:15 p.m.	Reading of the Secretary's minutes of the previous meeting and formal vote to approve them
7:15–7:45 p.m.	Officer and committee reports, in reverse order of rank starting with the Sergeant at Arms
7:45–8:15 p.m.	Unfinished business items
8:15–8:30 p.m.	New business items
8:30–8:45 p.m.	Announcements and closing thoughts
8:45 p.m.	Adjournment

Governance Resources

Governing documents	**www.toastmasters.org/GovDocs**
Reporting club officer information	**www.toastmasters.org/ClubOfficerList**

THE CLUB WITHIN DISTRICT STRUCTURE

CLUB

Club officers have a support system made up of other members as well as their Area, Division, and District leaders.

1 6 7 CLUB MEETINGS

As a club officer, you are called upon to perform any number of functions for the club. Some are performed at the club meetings. For example, the President opens and closes every meeting; the Treasurer collects membership dues payments; and the Sergeant at Arms brings the lectern, banner, and other club-related materials.

Club Resources

Invocations	www.toastmasters.org/InvocationPledge
Club Officer Tutorials	www.toastmasters.org/Club-Officer-Tutorials
Master Your Meetings	www.toastmasters.org/1312

AREA

AREA VISITS TO THE CLUB

Your club's most immediate connection with District leadership is the Area Director, who visits and evaluates the club at least twice a year. During a visit, the Area Director observes the meeting and assesses club quality using the standards outlined in ***Moments of Truth*** (Item 290). The goal of this visit is to offer feedback and support so that the club can provide the best possible service for all Toastmasters members in a fun, nurturing, and rewarding environment.

Area Directors use the **Area Director's Club Visit Report** (Item 1471), which is based on ***Moments of Truth***, as a guideline for club evaluation. Completed club visit reports are forwarded to the District, where they are used to assess the performance of the District as a whole.

Area Visit Resources

Area Director's Club Visit Report (Item 1471)	www.toastmasters.org/1471
Serving Clubs Through Visits: A Guide for Area Directors (Item 219)	www.toastmasters.org/219

AREA COUNCIL

POLICY AND PROTOCOL

Protocol 7.1 District Events, Section 8: Area Council Meetings, A

Area Council Members

1 2 3

- Area Director
- Assistant Area Directors
- Area Secretary
- Club Presidents within the Area
- Club Vice Presidents Education within the Area
- Club Vice Presidents Membership within the Area

Area Council Functions

- Club officer training
- Membership building
- Identification of opportunities for new clubs and their organization
- Promotion of the Distinguished Club Program in the Area
- Area speech contests

Area Council Meetings

1 2 3

Your Area Director presides over an Area Council. The Area Council meets at least twice each year. Club Presidents, Vice Presidents Education, and Vice Presidents Membership are eligible to vote at Area Council meetings. Area Council members are expected to attend each meeting.

Business Discussed at Area Council Meetings

- Club plans, goals, and progress in the *Distinguished Club Program and Club Success Plan* (Item 1111)
- Club officer training attendance reports
- Plans for Area events, such as speech contests
- Goals, strategies, and news that affect Area clubs

DIVISION

Division Council Members

- Division Director
- Assistant Division Director Program Quality
- Assistant Division Director Club Growth
- Area Directors within the Division

Division Council Purpose and Functions

- Supports and provides resources to clubs and members through Area Directors
- Manages Division activities
- Helps with the administration of Division contests and meetings
- Assists with training Area and club leaders
- Facilitates the achievement of club, Area, and Division Distinguished goals

Division Council Meetings

Your Division Director presides over the Division Council, which meets at least twice a year. For more information, see ***Policy and Protocol***, Protocol 7.1: District Events, Section 7: Division Council Meetings.

Business Conducted at Division Council Meetings

- Area plans, goals, and progress in the Distinguished Area Program
- Club plans, goals, and progress in the Distinguished Club Program
- Club officer training attendance report
- Plans for Division events, such as training and speech contests

DISTRICT

DISTRICT EXECUTIVE COMMITTEE

District Executive Committee

- District Director
- Program Quality Director
- Club Growth Director
- Administration Manager
- Finance Manager
- Public Relations Manager
- Division Directors
- Area Directors
- Immediate Past District Director

DISTRICT COUNCIL

The District Council is the District's governing body, subject to the general supervision of the Board of Directors. Your District Director presides over the District Council.

District Council Members

1 2

- District Executive Committee
- Club Presidents
- Club Vice Presidents Education

District Council Meetings

1 2

Each club is allotted two votes at District Council meetings. One vote is reserved for the Club President. The other vote is for the Vice President Education.

Proxy votes may be used if a club officer is unable to attend a council meeting that is held in person. When the voting process is conducted online, no proxies will be permitted. A proxyholder delivers the vote for an officer unable to attend a council meeting. The officer unable to attend must designate in writing any active individual member of the club to act as their proxyholder. District Council members or proxyholders who are not also District Executive Committee members have a maximum of two votes (one per club membership up to two clubs). District Executive Committee members are limited to three votes (two for the club, one for the DEC position). District Council members are expected to attend each meeting.

Business Conducted at District Council Meetings

- Election of District leaders
- Approval of leader appointments
- Adoption of club alignment
- Presentation of committee reports
- Adoption of District budget

District Resources

District Leadership Handbook (Item 222)	www.toastmasters.org/Dlh
District election procedures	www.toastmasters.org/DistrictElectionProcedures
District websites	www.toastmasters.org/DistrictWebsites

CLUB TIMELINE

JUNE (BEFORE TERM)	JULY	AUGUST

Specific Deadlines

JUNE 1

Start: First-round club officer training for credit in the Distinguished Club Program

JUNE 30

1 5 Due: Club officer list to World Headquarters

3 End: Beat the Clock membership-building program (started in previous term)

JULY 1

Start: Toastmasters year

Start: Distinguished Club Program

AUGUST 1

3 Start: Smedley Award membership-building program

AUGUST 31

End: First-round club officer training for credit in the Distinguished Club Program

Connect with your District leaders to find out the timing of the speech contests in your District and which contests are being conducted. This will allow you to schedule your club contests accordingly.

REGULAR TASKS

- Hold Club Executive Committee meetings to share activities, accomplishments, and plans
- Hold meetings with your committees, such as Education, Membership, and Public Relations Committees

Important Tasks

JUNE (BEFORE TERM)

Meet with the outgoing Club Executive Committee to coordinate a smooth transfer

Attend first-round club officer training

Complete a **Club Success Plan**

Purchase supplies from the **Toastmasters Online Store**

Create a club budget

1 Ask club members to serve on committees, such as an Club Education, Club Membership, or Club Public Relations Committee

6 Provide the bank with a bank signatory card

3 Promote the Beat the Clock membership-building program

JULY

Attend first-round club officer training

2 Determine education goals of each member

2 Ask members to complete a **Member Interest Survey** (Item 403)

4 Create a media list and publicity kit

6 Finalize the club budget with approval from the Club Executie Committee

1 5 Assign the club's proxyholder for the Annual Business Meeting

Ensure your "Club Meeting and Contact Information" in Club Central is updated and accurate

AUGUST

Attend first-round club officer training

2 4 Plan and publicize upcoming speech contests

1 3 5 6 Send membership dues statements to members

2 Plan how to help each member meet education goals

3 Review the results of the **Member Interest Survey** (Item 403)

4 Send publicity kits to local media and invite them to attend a meeting

3 Promote the Smedley Award membership-building program

SEPTEMBER	OCTOBER	NOVEMBER

Specific Deadlines

SEPTEMBER 30

3 End: Smedley Award membership-building program

OCTOBER 1

Due: Membership dues payments for credit in the Distinguished Club Program

Start: Second-round club officer training for credit in the Distinguished Club Program

Important Tasks

SEPTEMBER

1 3 5 6 Collect and submit membership dues payments in Club Central

3 Promote the Smedley Award membership-building program

2 4 Plan and publicize upcoming speech contests

Contact District leaders to find out when and what speech contests will be held

OCTOBER

Contact District leaders to find out when and what speech contests will be held

2 4 Plan and publicize upcoming speech contests

NOVEMBER

Attend second-round club officer training

Contact District leaders to find out when and what speech contests will be held

2 4 Plan and publicize upcoming speech contests

Clubs with semiannual terms:

5 Club officer elections to be held at first meeting in November

6 Prepare files for smooth transfer to incoming club officers

Prepare club accounts for audit

DECEMBER	JANUARY	FEBRUARY

Specific Deadlines

Clubs with semiannual terms:

DECEMBER 31

5 Due: Club officer list to World Headquarters

FEBRUARY 1

3 Start: Talk Up Toastmasters! membership-building program

FEBRUARY 28 or 29

End: Second-round club officer training for credit in the Distinguished Club Program

Important Tasks

DECEMBER

Contact District leaders to find out when and what speech contests will be held

2 4 Plan and publicize upcoming speech contests

Clubs with semiannual terms:

Meet with the outgoing club leadership team to coordinate a smooth transfer

Complete a **Club Success Plan**

Purchase supplies from the **Toastmasters Online Store**

Create a club budget

2 Determine education goals of each member

1 Ask club members to serve on committees such as an Club Education, Club Membership, or Club Public Relations Committee

6 Provide the bank with a new bank signatory card

JANUARY

1 6 California clubs file form 199N

2 4 Plan and publicize upcoming speech contests

Attend second-round club officer training

Contact District leaders to find out when and what speech contests will be held

FEBRUARY

1 3 5 6 Send membership dues statements to members

Attend second-round club officer training

3 Promote the Talk up Toastmasters! membership-building program

2 4 Plan and publicize upcoming speech contests

Contact District leaders to find out when and what speech contests will be held

MARCH	APRIL	MAY

Specific Deadlines

MARCH 31

3 End: Talk Up Toastmasters! membership-building program

APRIL 1

Due: Membership dues payments for credit in the Distinguished Club Program

MAY 1

3 Start: Beat the Clock membership-building program

MAY 15

1 6 Due: Form 199N from California clubs only

Important Tasks

MARCH

4 Publicize the upcoming Annual District Conference

1 3 5 6 Collect and submit membership dues payments in Club Central

3 Promote the Talk up Toastmasters! membership-building program

APRIL

Annual District Conference

MAY

Annual District Conference

Club officer elections to be held at first meeting in May

Prepare files for smooth transfer to incoming club officers

6 Prepare club accounts for audit

3 Promote the Beat the Clock membership-building program

CLUB LEADERSHIP ROLES

As an officer, you will have many opportunities to assist your club over the coming term, while also further developing your leadership skills. Self-evaluation forms are available to use and track your leadership development during your term. To find these forms, please visit the **Club Officer Roles** webpage. We recommend taking the self-assessment monthly or bimonthly, depending on how often your club meets. In the following pages, you will find a summary of each club officer position and helpful resources.

1 PRESIDENT

As the person who sets the tone for the club, you are expected to provide helpful, supportive leadership for all of the club's activities and be the first to assume responsibility for the progress and welfare of the club.

You motivate, make peace and facilitate as required. Though you must occasionally step in and make a difficult decision, rarely do so without consulting club members and other club officers. Strive to show respect for all members, even when you do not agree with them, and provide leadership for all.

CLUB CONSTITUTION FOR CLUBS OF TOASTMASTERS INTERNATIONAL
Article VII: Duties of Officers, Section 1

PRESIDENT RESPONSIBILITIES

Preside over Meetings

The Club President opens and presides over every club, business, and Executive Committee meeting. This means the President takes charge of the proceedings and keeps the agenda moving forward. As President, you are expected to manage procedural matters in the conduct of the meeting and to apply parliamentary procedure as outlined in *Robert's Rules of Order Newly Revised*. (You may purchase this book from your local book seller or an online retailer such as **Amazon.com**.) Your focus is on club quality and the members' experience.

Earn Distinguished Club Recognition

You work together with all of the club's leaders to achieve success in the Distinguished Club Program by encouraging education achievements, building and maintaining membership, attending club officer training, and submitting membership dues payments, officer lists, and other documents on time. You recognize member achievements by presenting certificates at club meetings, sending personal messages of congratulations, and otherwise publicly praising the good work of club members.

Member Achievements to Recognize

- Best of the meeting (e.g., best speaker, best Table Topics, best evaluator)
- Education awards
- Successfully conducting an event (e.g., speech contest, membership drive, Speechcraft, Youth Leadership)
- Long-standing membership (e.g., five years, 10 years, 20 years)

Lead and Guide

The President serves as the club's representative at the District and international levels.

As President, it is your responsibility to provide leadership for the club whenever it is required. This includes creating a nurturing learning environment and enhancing club quality by conducting well-run, energetic, interesting meetings; actively seeking and connecting with club members and officers; listening patiently and offering assistance; and resolving conflicts as they arise.

If a problem arises within the club that could result in terminating or denying membership, see **Protocol 3.0**, Section 2 for guidance and procedure.

If anyone ever threatens to take legal action for an issue related to Toastmasters, the Toastmasters International Executive Team must be contacted immediately via **boardcontact@toastmasters.org**.

Base Camp Manager

Base Camp managers help facilitate member progress in the Toastmasters Pathways learning experience by verifying education, approving requests, and tracking progress on Base Camp. The President, Vice President Education, and Secretary are the only club officers who have access to the Base Camp manager page; clubs must ensure that at least one of these officers is able to complete Base Camp manager tasks.
www.toastmasters.org/Education/Pathways/FAQ

SUMMARY OF RESPONSIBILITIES

Before Club Meetings

2 3

- Ask the Vice President Education if any members are to receive special recognition at the meeting.
- Ask the Vice President Membership if any new members are to be inducted at the meeting.
- Plan the business portion of the meeting.
- Review necessary parliamentary procedure.

If you are holding an online meeting, the Club President should coordinate with the other club officers to open the meeting prior to the scheduled time. This will allow members the opportunity to welcome guests prior to the start of the meeting.

Upon Arrival at Club Meetings

- Review the meeting agenda.
- Greet guests and members as they arrive to help them feel welcome.

During Club Meetings

- Call the meeting to order promptly at the scheduled time.
- Introduce guests.
- Briefly explain the meeting's events for the benefit of guests.
- Introduce the Toastmaster of the meeting.

- Conduct the business portion of meeting.
- Give the date, time, and place of the next meeting.
- Make any announcements.
- Adjourn the meeting on time.

Outside Club Meetings

- Attend and vote at Area and District Council meetings.
- Attend the Annual Business Meeting at the International Convention to vote on behalf of the club or assign your club's proxy to a member who is attending the International Convention.
- Appoint the club's Audit Committee near the end of the term.
- Appoint the Leadership Committee to nominate new club officers before the beginning of the term.
- Schedule and chair Club Executive Committee meetings.

COMMON SCENARIOS PRESIDENTS FACE

Following are examples of scenarios you may encounter in your role as Club President and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Club and Member Support team at World Headquarters (**clubofficers@toastmasters.org**).

Scenario: A member who is scheduled to fill a meeting role does not come to the meeting.

Possible solutions: Help the Toastmaster of the meeting fill the role by recruiting another member who does not already have an assigned role.

If necessary, fill the role yourself. This could be an opportune time to deliver a module from the **Successful Club Series** or the **Better Speaker Series**.

Scenario: A club officer is underperforming, frequently absent or otherwise unable to fulfill their duties, leaving you, the President, with more to do.

Possible solutions: Meet with the club officer immediately and ask what you can do to help. Engage, encourage, and energize them to develop and use the skills required for the job.

Examine your own leadership approach. Ask yourself if you are contributing to the club officer's problems.

Scenario: A club member is belligerent, controlling, or otherwise causing trouble at meetings.

Possible solutions: Contact the member immediately and listen to their point of view. (Often, this is enough to solve the problem, and is a required step if future disciplinary action is taken against the member)

Give the club member a task that focuses their energies.

Explain the importance of orderly, positive club meetings to the entire group, so the member does not feel singled out.

If the club member needs to be removed, see the **Club Constitution for Clubs of Toastmasters International, Article II: Membership**, Section 6, and **Protocol 3.0: Ethics and Conduct**, Section 2.

President Resources

Chairman (Item 200)	www.toastmasters.org/200
Club Constitution for Clubs of Toastmasters International	www.toastmasters.org/GovDocs
Distinguished Club Program and Club Success Plan (Item 1111)	www.toastmasters.org/1111
Personally Speaking	www.toastmasters.org/B63

VICE PRESIDENT EDUCATION

2

As Vice President Education, you schedule members' speeches, verify the completion of projects, and serve as a resource for questions about the education program, speech contests, and your club mentor program. You are an important source of Toastmasters knowledge for club members and it is your job to become familiar with all aspects of the Toastmasters education program.

CLUB CONSTITUTION FOR CLUBS OF TOASTMASTERS INTERNATIONAL
Article VII: Duties of Officers, Section 2

VICE PRESIDENT EDUCATION RESPONSIBILITIES

Coordinate Club Schedule

You oversee the creation of the club schedule at least three weeks in advance.

You ensure that all meeting roles are properly fulfilled; for example, you would not assign a new member to be the Toastmaster of their first meeting.

Publish, email, or otherwise distribute the meeting schedule regularly so that all members know what is expected and can adjust accordingly if necessary.

Support the Education Program

Explain the Toastmasters Pathways learning experience to members.

Within two meetings of a member joining, ask them to confirm that they received the new member welcome email. Encourage them to follow the instructions in the email and select a path as soon as possible, so they can begin working on their Ice Breaker.

Answer any questions they have about available paths and let them know about the five levels that build in complexity, as well as the elective options available beginning at Level 3. Make sure to share information about educational achievements including digital badges, certificates, and credentials by their name.

Monitor member progress in your club and encourage all members to continue progressing in their path(s). Help members schedule speeches, approve Base Camp level completions requests promptly, and ensure that level completion credit is awarded on Club Central as soon as members are eligible. When a member completes all 5 levels in a path, celebrate their accomplishment and encourage them to select their next path.

OVERWHELMED? GET HELP!

As your club's Vice President Education, your workload gets heavy at times; just remember, you are in a position to gain excellent leadership experience and learn how a Toastmasters club works. If you find that the burden is too heavy, you can always ask for a volunteer assistant to help you; this is a great way to teach someone about the Toastmasters education program and groom a successor to run for the office when the next Executive Committee is elected.

ACCREDITED SPEAKER PROGRAM

Each year, Toastmasters International provides an opportunity for professional-level speakers with expert knowledge in a particular subject to earn the designation of Accredited Speaker. If this describes you or a member of your club, learn more about the Accredited Speaker Program here: **www.toastmasters.org/Membership/Accredited-Speaker**. Applications are accepted between **January 1** and **January 31** each year.

Base Camp Manager

For most clubs, the Vice President Education will assume the role of Base Camp manager in the Toastmasters Pathways learning experience. The Base Camp manager helps facilitate member progress by verifying education, approving requests, and tracking progress on Base Camp. The President, Vice President Education, and Secretary are the only club officers who have access to the Base Camp manager page; clubs must ensure that at least one of these officers is able to complete Base Camp manager tasks. More information can be found by going to our Pathways FAQ at **www.toastmasters.org/Education/Pathways/FAQ**.

Plan Speech Contests

Read the ***Speech Contest Rulebook*** (Item 1171) thoroughly and refer to it as necessary when planning speech contests. Information can also be found at **www.toastmasters.org/SpeechContests**.

Find out which speech contests your District is scheduled to host during your term of office and plan your club contests accordingly.

Manage Mentor Program

Assign every new member a mentor and keep track of who is mentoring whom.

The **Club Mentor Program Kit** (Item 1163) provides everything needed to start a mentoring program for club members. Encourage members of your club to complete the Pathways Mentor program and as much as possible, assign mentors who are working in or have completed the program.

When conducting online meetings, it is important that the same care and attention is given as if it was an in person meeting.

- Having an agenda
- Ensuring speakers are present
- Confirming that all meeting roles are filled
- Messaging guests individually and asking if they are willing to participate or would prefer to observe

When onboarding new members, use the **New Member Orientation** page for helpful resources and a PowerPoint presentation that can be customized for your member.

SUMMARY OF RESPONSIBILITIES

1 Before Club Meetings

- Review the scheduled roles for the meeting five to seven days in advance.
- Offer support to the Toastmaster of the meeting to confirm members' role assignments and plan for substitutions if necessary.
- Notify the Club President if any members are scheduled to earn their education awards at the upcoming meeting.

1 Upon Arrival at Club Meetings

- Verify that the members assigned to meeting roles have arrived and are prepared to perform their duties.
- Remind members with meeting roles to select an evaluator for their project.
- Assist the Toastmaster in filling meeting roles for absent members.
- Greet guests by asking them if they are willing to participate in the meeting or if they would prefer to observe.
- If guests agree to participate, inform the Topicsmaster that they can call on those guests as Table Topics speakers and ask the Club President to introduce the guests at the beginning of the meeting.

During Club Meetings

- Ask members if anyone is waiting to have a level completion verified on Base Camp.
- Recognize members when they reach educational achievements.
- Preside over the meeting when the Club President is absent.
- Answer member questions about the Toastmasters education program or speech contests and agree to research questions you do not know the answers to.

Outside Club Meetings

- Attend and vote at Area and District Council meetings.

COMMON SCENARIOS VICE PRESIDENTS EDUCATION FACE

Following are examples of scenarios you may encounter in your role as Vice President Education and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Club and Member Support team at World Headquarters (**clubofficers@toastmasters.org**).

Scenario: It is difficult to find the time to create a good, workable club schedule that keeps all members happy and moving forward in the Toastmasters education program.

Possible solutions: As much as possible, be prepared. Create schedules one or two months in advance and post them on the club's website where everyone can see them or display them during club meetings.

Devise a system of automatic meeting role rotation, from simplest to most demanding; for example, each new member begins by presenting the thought of the day, then moves to Ah-Counter, then grammarian, then timer, and so on, until the new member fills a speaker role and eventually becomes Toastmaster of a meeting.

Scenario: Members are not always willing to commit to meeting roles.

Possible solutions: Encourage each Toastmaster of the meeting to initiate an email discussion several days before the meeting to confirm each member assigned to a meeting role is able to fulfill their duties. Emphasize the importance of member participation and commitment, and regularly acknowledge and thank members for their help in running quality meetings.

Scenario: A longtime member refuses to do projects in Pathways and no longer wants to participate in the education program.

Possible solutions: Meet with the member and ask what you can do to help. Encourage and energize them to gain familiarity with Base Camp. If able, spend time walking the member through their first project in Pathways. Explain the benefits of Pathways as clearly as possible, and remind them that the heart of the club experience—i.e. speeches, evaluations, leadership and culture—has not changed. If the member prefers something tactile, show them the paths available to order in print.

THE EDUCATION COMMITTEE

In many ways, the Vice President Education holds the most demanding office in a Toastmasters club. If you try to handle all of your duties alone, you are likely to be overwhelmed. A committee of dedicated club members can help make your job much easier. Committee members can organize speech contests, orient new members, and work on other special projects.

Vice President Education Resources

Speech contest information	www.toastmasters.org/SpeechContests
Speech Contest Rulebook (Item 1171)	www.toastmasters.org/1171
Distinguished Club Program and Club Success Plan (Item 1111)	www.toastmasters.org/1111
Pathways Achievement Chart (Item 822)	www.toastmasters.org/822
Accredited Speaker Program	www.toastmasters.org/AccreditedSpeakerRules
Education program FAQs	www.toastmasters.org/Education/Pathways/FAQ
Pathways Achievement Tracker (Item 823)	www.toastmasters.org/823
Educational achievement, gifts, and recognition	www.toastmasters.org/Shop

3

VICE PRESIDENT MEMBERSHIP

You promote the club and manage the process of bringing in guests and transforming them into members.

By initiating contact with guests, helping them feel welcome, and providing them with the information they need to join, you help maintain a constant influx of new people into your club. You also attentively monitor membership levels and strategize with the rest of the Executive Committee about how to overcome membership challenges when they occur.

NEW MEMBER INDUCTION

Inducting officer: "Membership in Toastmasters is a privilege, and the only way to gain the benefits of our program is to actively participate.

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

Then turn to the club and ask:

"Do you, the members of X 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 X Toastmasters club." (If your club presents a Toastmasters pin to members, do it at this time.)

CLUB CONSTITUTION FOR CLUBS OF TOASTMASTERS INTERNATIONAL

Article VII: Duties of Officers, Section 3

VICE PRESIDENT MEMBERSHIP RESPONSIBILITIES

Recruit New Members

You lead the club's efforts to continually increase membership.

Promote the goal of gaining one new member per month and, if the club has fewer than 20 members, obtaining 20 members by year-end or sooner.

Conduct Membership-building Programs

Club Programs: You organize and promote the club's participation in the Smedley Award, Talk Up Toastmasters, and Beat the Clock membership programs. For information about these programs, go to **www.toastmasters.org/MembershipPrograms**.

Individual Member Program: Encourage club members to gain recognition in the form of a Sponsor Award by sponsoring five, 10, or 15 new members.

Note: Members who simply facilitate the new member registration do not qualify for an award. To qualify, members must be influential in the new, dual, or reinstating member joining your club. For information about this program, please visit **www.toastmasters.org/AMPA**.

Assist Guests

Answer emails, phone calls, and other inquiries from prospective members and encourage them to visit the next club meeting.

Make contact with guests and encourage fellow club members to always help guests feel welcome. Have each guest fill out a **Guest Information Card and Badge** (Item 231). 6

Distribute **Guest Packets** (Item 387) with fliers that include your club information.

In addition to any other materials you may share with prospective members, the **digital guest packet** is also available on our website to teach them more about the organization and how it can help them grow.

Process Membership Applications

You collect and manage paperwork in the application process. Collect initial dues payments and applications from prospective members and submit them to the Treasurer.

Organize and participate in a Membership Committee tasked with considering all new member applications. Be sure new memberships are voted on by a majority of club members. See the ***Club Constitution for Clubs of Toastmasters International,*** Article II, Section 2: Admission to Membership.

Arrange a vote and induction ceremony for any joining member. 1

SUMMARY OF RESPONSIBILITIES

Before Club Meetings

- Make a list of the new members who have joined the club since the last meeting and contact the Club President to coordinate an induction ceremony at the next meeting.
- Make **Guest Packets** to distribute to guests at the meeting.
- Contact former guests who have not joined and members who have not been attending recent meetings and gently persuade and encourage them to come to the next club meeting.

Upon Arrival at Club Meetings

- Greet all guests and members at the door and welcome them to the meeting.
- Provide all guests with **Guest Packets**.
- Answer any questions guests may have about the club.

After Club Meetings

- Meet with guests to answer questions and explain the benefits of Toastmasters.
- Invite guests to join the club or to attend another club meeting if they are hesitant to join.
- Help guests who do wish to join to complete the **Membership Application** (**www.toastmasters.org/MembershipApps**).

Outside Club Meetings

- Attend and vote at Area Council meetings.

COMMON SCENARIOS VICE PRESIDENTS MEMBERSHIP FACE

Following are examples of scenarios you may encounter in your role as Vice President Membership and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Club and Member Support team at World Headquarters (clubofficers@toastmasters.org).

Scenario: Your club is experiencing rapid turnover in membership; members sign up, stay for a few weeks, then move on.

Possible solutions: Encourage members to keep meetings lively, to start and end on time, to keep a positive atmosphere, and to vary activities with a special event, themed meeting, or guest speaker.

Contact lapsed club members and invite them to a special event.

Survey lapsed members on the reasons why they did not continue their membership with the club.

Nominate a "Snackmaster" to bring food to each meeting.

Always recognize member achievements—even the small ones.

Keep new guests coming in to replace lapsed members.

Scenario: Your club loses members during summer and winter holidays.

Possible solutions: Schedule a club special event in January and September; make an effort to contact all members after they return from their vacations.

Scenario: You suffer a sudden loss of members in your company club due to layoffs.

Possible solutions: Organize a Speechcraft for the company to attract new members. Make sure the club meetings are mentioned on the company intranet, in newsletters, and so on. If in compliance with your corporate policies, discuss changing the club type to a community club.

Vice President Membership Resources

Success 101 (Item 1622)	www.toastmasters.org/Success-101
Membership program information	www.toastmasters.org/MembershipPrograms
Distinguished Club Program and Club Success Plan (Item 1111)	www.toastmasters.org/1111
Membership Growth (Item 1159)	www.toastmasters.org/1159
Speechcraft information	www.toastmasters.org/Speechcraft

4 VICE PRESIDENT PUBLIC RELATIONS

You promote the club to the local community and notify the media about the club's existence and the benefits it provides. You promote the club, update web content, and safeguard the Toastmasters brand identity. It is your job to notify the media whenever your club does something newsworthy.

As Vice President Public Relations, you will find yourself writing news releases, creating and distributing fliers, and maintaining the club's presence on the web and in the community.

CLUB CONSTITUTION FOR CLUBS OF TOASTMASTERS INTERNATIONAL
Article VII: Duties of Officers, Section 4

VICE PRESIDENT PUBLIC RELATIONS RESPONSIBILITIES

Publicize the Club

You publicize your club's activities both internally to members and externally to various audiences through media outlets.

Publish club meeting times and location.

Write and distribute news releases about club activities, member achievements, and special events such as open houses.

Maintain club presence in the local newspaper's events calendar.

Create and update the club's social media channels such as Facebook, Twitter, LinkedIn, and Meetup. Be sure the names of your club's social network accounts are specific enough to the club so they are not confused with existing Toastmasters International accounts. Share login and password information with future officers so the sites are kept up to date.

Below are some ways to use social media to promote clubs, engage current members, and attract new members.

LinkedIn

Network with members and share club news and information, public speaking, and leadership tips.

Follow the Toastmasters International Linkedin page or Members Group to get the latest news.

Facebook

Publicize what is happening at your club, such as speech contests or open houses. You can easily share pictures and videos. Tag members of your club to help them feel engaged. Post news and announcements, success stories, and educational achievements. Follow the Toastmasters International Fan Page or join the International Members Group for the latest news and updates.

Twitter

Share public speaking and leadership tips. Include announcements, success stories, and educational achievements. Link posts to your club website, news articles, or releases about your club or District.

Follow @toastmasters for news, helpful tips, and links to newsworthy articles about public speaking, leadership, communication, and more.

PUBLIC RELATIONS OPPORTUNITIES

Though most Vice President Public Relations have little or no professional experience in the field, they find that there are many ways to increase the club's visibility to the community for little or no expense. Is the local high school hosting a speech contest for its students? Arrange for a club member to volunteer as a judge and send them to the event armed with some promotional materials. If you are in a company club, look for places to display the club's name, meeting times, and contact information, including the company's bulletin boards, in the break room, on the intranet calendar, etc.

YouTube

Attract visitors to your club by posting your members' best speeches or video testimonials about Toastmasters' benefits. Check out what other clubs around the world are doing on the Toastmasters YouTube channel.

Meetup

The use of active and engaged Meetup groups is an effective tool to connect with potential members. Keep in mind that it works best in highly populated areas.

Keep Club Website Current

You ensure that the club's contact information is current and easy to find. You also check to see that your club's listing is current on **www.toastmasters.org/FindAClub**.

Update your club website as necessary to include upcoming events, membership program results, speech contests, and so on.

Use the website to recognize achievements, such as education awards, speech contest winners, and Distinguished Club Program goals met.

For guidance on the club website and advertising, see **Protocol 4.0: Intellectual Property**, Section 2: Websites and Social Media and **Policy 5.0: Toastmasters International and Other Organizations**.

Safeguard the Toastmasters Brand, Trademarks, and Copyrights

By maintaining the integrity of the Toastmasters brand, trademarks, and copyrights, you ensure that a consistent message is communicated from club to club in all locations. This, in turn, increases understanding and global awareness of Toastmasters International. Your role is to safeguard the Toastmasters brand, trademarks, and copyrights by ensuring that all Toastmasters materials used or created by your club comply with appropriate copyright and trademark laws as well as the guidelines contained in the **Logos, Images, and Templates** section of the Toastmasters International website. You should also reference the **Trademark Use Request** and **Protocol 4.0: Intellectual Property**, Section 1: Trademarks.

Unauthorized use of the brand, trademarks, or copyrighted materials is prohibited. All uses not described in **Protocol 4.0: Intellectual Property**, Section 1: Trademarks must receive prior written authorization. Each request is reviewed on a case-by-case basis and is subject to the approval of the Chief Executive Officer.

Trademark and Copyright Resources

Trademark Use Request	**www.toastmasters.org/TrademarkUse**
Governing documents	**www.toastmasters.org/GovDocs**
Social Networking	**www.toastmasters.org/SocialNetworking**

SUMMARY OF RESPONSIBILITIES

Before Club Meetings

- Verify that the club's themes, meeting times, and location are current for the following week.
- Order promotional materials for distribution by members at **www.toastmasters.org/Marketing**.

Places to Post and Update Club Themes, Meeting Times, and Locations

- Club website
- Social media channels, such as Facebook, Twitter, LinkedIn, Instagram, and Meetup
- Online directories, such as Google My Business or Bing Places for Business
- Club and company newsletters
- Club and company event calendars
- Company intranet sites

One of the Vice President Public Relations' most significant responsibilities is to ensure access to the online meeting platform is readily available for guests.

During Club Meetings

- Provide promotional materials to members for distribution at their workplace, school, social media, etc.
- Report the results of public relations efforts, bringing newspaper clippings, printouts, social media posts, and so on to share with the club.
- Announce the commencement of public relations campaigns.

COMMON SCENARIOS VICE PRESIDENTS PUBLIC RELATIONS FACE

Here are some common situations you may encounter in your role as Vice President Public Relations and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Public Relations team at World Headquarters (**pr@toastmasters.org**) and the Club and Member Support team (**clubofficers@toastmasters.org**).

Scenario: Your news releases are not noticed by the media.

Possible solutions: Make sure you submit releases in the appropriate format for each outlet you contact. Ensure photos are the correct size and quality.

Identify and contact media outlets to introduce yourself and learn their procedure for submitting news releases.

Scenario: You do not have enough time in your schedule to promote the club as much as you would like.

Possible solutions: Try using the options that deliver the best results for the least investment in time and resources.

Networking is always a good approach; tell everyone in your social circles.

Use LinkedIn, Facebook, Twitter, and other social media channels to keep in contact with members, share photos, and club updates.

Delegate tasks to other club members and encourage them to help.

Scenario: You do not know if your public relations efforts are successful.

Possible solutions: Ask each guest how they heard about your club and keep track of the responses. Do the same for emails and phone calls from interested prospects. Spend more time and possibly more club funds on those promotional efforts that yield results.

Vice President Public Relations Resources

Let the World Know (Item 1140)	www.toastmasters.org/1140
Media Center	mediacenter.toastmasters.org
Public Relations	www.toastmasters.org/PublicRelations
All About Toastmasters (Item 124)	www.toastmasters.org/124
Distinguished Club Program and Club Success Plan (Item 1111)	www.toastmasters.org/1111
Brand Portal	www.toastmasters.org/BrandPortal
Marketing Resources	www.toastmasters.org/MarketingResources
Brand	brand@toastmasters.org

5 SECRETARY

You maintain all club records, manage club files, handle club correspondence, and take the minutes at each club and Executive Committee meeting. You are also in charge of updating and distributing a roster of the current paid membership and keeping the club officer list current for Toastmasters International.

Though some clubs combine the Secretary role with the Treasurer, it is best to have a dedicated Secretary who can help reduce the workload of the Treasurer and occasionally assist the Vice President Education as well.

Order supplies for the club as needed.

CLUB CONSTITUTION FOR CLUBS OF TOASTMASTERS INTERNATIONAL
Article VII: Duties of Officers, Section 5

SECRETARY RESPONSIBILITIES

Take Notes

You take the minutes at each club meeting and Executive Committee meeting.

Items to Record in Meeting Minutes

- Club name
- Date
- Type of meeting (club or Executive Committee meeting)
- Meeting location
- Names of meeting attendees
- Name of the presiding officer
- Corrections to and approval of the previous meeting's minutes
- All motions, including the name of the mover, the name of the person who seconds the motion—if the club requires it—and whether the motion passed or was defeated
- Committee reports
- Main points of any debate or discussion

Maintain Files

Maintain club files, including meeting minutes, resolutions, and correspondence.

Certain materials must be kept for specific lengths of time.

MATERIAL	LENGTH OF TIME
Club Charter *Club Constitution for Clubs of Toastmasters International* Addendum of Standard Club Options Club Policies	Always →
501(c)(3) Club Employer Identification Number (EIN) Assignment Letter (U.S. clubs only)	Always →
Club Rosters	Always →
Club Officer Agreement and Release Statements	Always →
Meeting Minutes and Attendance Records	Always →
Legal, Controversial, or Important Correspondence	Always →
Distinguished Club Program Performance Reports	Always →
Annual Financial Statements	Always
Cancelled Checks Bank Statements Journals Audits	7 years • • • • • • •
Internal Reports (including officer and committee reports)	5 years • • • • •
Routine Correspondence	3 years • • •
Signed Membership Applications	**Length of time:** While held, they should be kept secure, such as in a lock box, or destroyed once it is digitally retained. It is up to your club and your country's privacy guidelines on how long the applications should be retained.

Comply with all local laws, regulations, and ordinances in regards to recordkeeping and personal and financial information. Local laws and regulations take priority over the direction provided on how long to maintain files.

Retaining club files and correspondence may be easier to do digitally. Work with your fellow club officers to determine what cloud base storage is ideal for your club.

Report New Officers

You report new officers to Toastmasters International World Headquarters.

After new officers are elected, update the club officer list online at www.toastmasters.org/ClubCentral.

Base Camp Manager

The Secretary can support the Vice President Education as Base Camp manager in the Toastmasters Pathways learning experience. The Base Camp manager helps facilitate member progress by verifying education, approving requests, and tracking progress on Base Camp. The President, Vice President Education, and Secretary are the only club officers who have access to the Base Camp manager page; clubs must ensure that at least one of these officers is able to complete Base Camp manager tasks.
www.toastmasters.org/Education/Pathways/FAQ

1 SUMMARY OF RESPONSIBILITIES

Before Club Meetings

- Post the minutes of the previous club meeting online and notify club members that the minutes are available for review.
- Prepare for the President a list of actions to be taken during the business meeting, including unfinished business, announcements, and correspondence.
- Order supplies for the club, as needed.

Upon Arrival at Club Meetings

- Circulate the club's attendance sheet and **Guest Book** (Item 84) for members and guests to sign.

During Club, Business, and Executive Committee Meetings

- Read the minutes of the previous meeting, note any amendments, and record the minutes of the current meeting.

Outside Club Meetings

- Attend the Annual Business Meeting at the International Convention to vote on behalf of the club or assign your club's proxy to a member who is attending the International Convention.

COMMON SCENARIOS SECRETARIES FACE

Following are examples of scenarios you may encounter in your role as Secretary and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Club and Member Support team at World Headquarters (**clubofficers@toastmasters.org**).

Scenario: It is difficult to take meeting minutes while participating in the club business meeting at the same time.

Possible solutions: If you are planning to raise an important issue at a business meeting, arrange for another club member to take the minutes during that time.

Scenario:	It is hard to find the balance between too much and too little detail in the minutes.
Possible solutions:	For business meetings and Club Executive Committee meetings, focus mainly on the motions and any information pertaining to the motions. Be sure to capture the time and place of the meetings, people present and their positions, assignments for the next week's meeting, and any outstanding issues or tasks that need further discussion.
Scenario:	The previous Club Secretary did not keep the club files in order.
Possible solutions:	Track down any necessary documents, including the club charter, addendum, minutes, resolutions, and relevant correspondence. If necessary, use club funds to purchase a portable file caddy or other small container to organize your files. Develop, maintain, and document a simple, effective filing system and pass it on to your successor.

Secretary Resources

Distinguished Club Program and Club Success Plan (Item 1111)	www.toastmasters.org/1111
Guest Book (Item 84)	www.toastmasters.org/84
Club officer list	www.toastmasters.org/ClubCentral

TREASURER

6

You are the club's accountant. You manage the club's bank account, writing checks as approved by the Executive Committee, and depositing membership dues payments and other club revenues. You are also in charge of submitting membership dues payments to World Headquarters (accompanied by the names of renewing members), filing necessary tax documents, and keeping timely, accurate, up-to-date financial records for the club.

Though the Treasurer's duties are usually not the most demanding of all the club leadership positions, the consequences for members can be serious when they are not completed accurately and on time.

CLUB CONSTITUTION FOR CLUBS OF TOASTMASTERS INTERNATIONAL
Article VII: Duties of Officers, Section 6

TREASURER RESPONSIBILITIES

Oversee Accounts

You prepare and oversee the club budget.

Create the budget at the beginning of the Toastmasters year in conjunction with the Executive Committee.

Report on the club budget as needed at club and Executive Committee meetings.

Manage the club bank account.

Reconcile deposits, expenditures, and cash on hand each month.

It is the responsibility of the individual clubs to determine the tax filing or other legal requirements in their city, state, province, and/or country and to file proper forms as appropriate. See **Policy and Protocol, Protocol 8.2: Fundraising**, Section 3: Tax and Other Legal Requirements.

Transfer club financial information to the incoming treasurer.

The Club Treasurer may need to determine other options for collecting funds and maintaining club finances as a traditional bank account may not be viable for an online club.

Collect Membership Dues Payments

You collect and submit membership dues payments to Toastmasters International World Headquarters. See **Policy and Protocol**, **Policy 8.0: Dues and Fees**. You also collect separate club dues and fees as designated in the club's Addendum of Standard Club Options.

Prepare and send membership dues statements to members by **September 1** and **March 1**.

Submit all membership dues payments accompanied by the names of renewing members online to World Headquarters on or before **October 1** and **April 1**. Membership dues are $45 USD per person.

Remind members that if membership dues are paid late, they will not be eligible for speech contests, education awards, or club recognition in the Distinguished Club Program. In addition, they will not have access to Base Camp until their dues are paid.

Paid: A member whose Toastmasters International membership dues payments have been processed by World Headquarters for the current dues period.

Unpaid: A member whose Toastmasters International membership dues payments have not been processed by World Headquarters for the current dues period. Unpaid members are not considered to be in good standing by Toastmasters International.

You and other current club officers can easily and conveniently submit materials, such as membership applications and membership dues payments, through **Club Central**.

Pay Bills

You write checks to disburse funds as necessary for club activities.

Pay for the Secretary's purchase of club materials and equipment, such as ribbons, lecterns, and promotional materials.

Receive and pay bills from Toastmasters International.

Pay recurring bills, such as for meeting places and meals, as authorized by the executive committee.

You keep clear, accurate records of all club financial transactions. See **Policy and Protocol, Protocol 8.1: Club and District Assets**.

SUMMARY OF RESPONSIBILITIES

Before Club Meetings

- Prepare a financial report as necessary to be presented at the meeting.

During Club Meetings

- Collect any payable membership dues and fees from members.
- Present the club financial report when necessary.

Outside Club Meetings

- Reconcile deposits, expenditures, and cash on hand each month.
- If your club is located within the state of California, file the 199N with the Franchise Tax Board by **May 15** for the previous year.
  The 199N is filed electronically and typically takes 10–15 minutes to complete. Failure to file ultimately jeopardizes your club's tax-exempt status and subjects your receipts to income taxes.
- If your club is outside the U.S., consult a tax advisor to ascertain your government's tax regulations.
- Issue checks to cover club expenses.
- Receive all bills and other financial correspondence for the club.
- Prepare for the Audit Committee near the end of your term of office.

CLUB EXPENSES

- Website
- Newsletter
- Supplies from World Headquarters, such as trophies, ribbons, and educational materials
- Administrative supplies
- Postage
- Meeting spaces

Items to Prepare for the Audit Committee

- Checkbook register
- Bank statements and cancelled checks
- Cash book and journal
- Paid bills
- Deposit slips
- Copies of monthly financial statements
- Material requested by the committee

COMMON SCENARIOS TREASURERS FACE

Following are examples of scenarios you may encounter in your role as Treasurer and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Club and Member Support team at World Headquarters (clubofficers@toastmasters.org).

Scenario: A member submits membership dues payments to the club on time, and the member has a receipt proving they paid to the club. However, as Treasurer, you submit membership dues payments to World Headquarters late; as a result, the member is disqualified from a speech contest.

Possible solutions: Unfortunately, there is no solution to this problem, except to avoid it before it happens. As the Treasurer, you are responsible for submitting all membership dues payments on time. If you do not, other club members may have to suffer the consequences.

Scenario: You experience difficulty motivating members to pay membership dues early.

Possible solutions: Make the club's due date a few weeks earlier than the organization's due date. Explain the consequences—such as no speech contests and no education awards—to delinquent members.

Scenario: The previous club Treasurer did not keep adequate records.

Possible solutions: At the beginning of your term of office, take possession of all available records and review the Audit Committee's report. Then begin monitoring the club finances as efficiently and completely as you can, creating a simple record-keeping system and documenting your procedures for future treasurers.

Treasurer Resources

Distinguished Club Program and Club Success Plan (Item 1111)	www.toastmasters.org/1111
Submitting membership dues payments	www.toastmasters.org/ClubCentral

7 SERGEANT AT ARMS

You keep track of the club's physical property, such as the banner, lectern, timing device, and other meeting materials. You arrive early to prepare the meeting place for members and stay late to stow all of the club's equipment. You are also in charge of the meeting place itself, obtaining a new space when necessary, and maintaining contact with the people who allow you to use the space for your club meetings.

The Sergeant at Arms also has a role to play during business meetings, speech contests, and other special club events. For example, the Sergeant at Arms escorts potential new members outside of the club's meeting place while the members vote on admitting them to the club. The Sergeant at Arms stands at the door while contestants compete in speech contests to ensure that the speaker is not interrupted by latecomers.

CLUB CONSTITUTION FOR CLUBS OF TOASTMASTERS INTERNATIONAL
Article VII: Duties of Officers, Section 7

BASIC CLUB SUPPLIES
- Ribbons
- Ballots and brief evaluation forms
- Timing device
- Banner
- Lectern

SERGEANT AT ARMS RESPONSIBILITIES

Tend to Club Property

You keep the club's banner, gavel, lectern, award ribbons, supplies, and other equipment safe and secure.

Arrive early to set up the meeting space.
Stay late to dismantle and clear the meeting space.
Stow all club property.
Leave the meeting room the way you found it.
Track the status of supplies ordered by the Secretary.

Coordinate Club Meetings

You act as a liaison between the club and the management of the meeting place.

Notify the management at least three weeks in advance if there are changes in your meeting schedule.

Accommodating Individuals with Disabilities

As you select a venue and prepare for your events, be sure to provide appropriate accommodations for people with disabilities. Legal compliance in any context can seem like a scary thing to have to tackle, but most members with disabilities will be happy to help you understand their needs and will be grateful for the accommodation. As in all things, communication is key: reach out to your guests prior to the event to determine any special needs that may be present and incorporate those needs into your choice of venue. Remember, it is your responsibility to put on the best event possible for all your guests, and to ensure that everyone leaves with having had a positive experience.

Some key areas to note: hotels should be barrier-free in all areas accessed by the public. Any person with a disability has the right to reasonable accommodations to allow them to participate as fully at conferences or other types of events. As you plan an event, it is your responsibility to ensure the selected venue complies with applicable laws in your jurisdiction related to accommodations for people with disabilities. See **Policy and Protocol, Protocol 2.0: Club and Membership Eligibility**, Section 2: Members with Disabilities.

Additionally, steps should be taken to ensure that your meeting space is free of potential safety hazards before, during, and after meetings. Check your meeting space in advance for spills, sharp edges, electrical wiring, and other hazards; keep an up-to-date first-aid kit, or know where your facility keeps one; and review any safety or evacuation protocols for the meeting location to ensure that you are prepared in the event of an emergency. You may wish to consider designating a particular member of your club—most frequently, the Sergeant at Arms—as the safety officer responsible for overseeing these items.

Proper care and attention to the meeting space demonstrates not only pride in the club, but also consideration for both members and guests—an invaluable element towards creating a good impression of the club and the organization it represents.

Common Meeting Changes

- Moving to another venue
- Meeting a different day of the week
- Planning a special event

If yours is a corporate club, reserve the meeting room by whatever method the company prefers, such as the company intranet, calendar, or sign-up sheet.

SUMMARY OF RESPONSIBILITIES

Before Club Meetings

- Confirm meeting room reservations a few days before the meeting.
- Ensure that plenty of blank ballots are available for voting.

Upon Arrival at Club Meetings

- Arrange the meeting room and equipment at least 30 minutes before so the meeting starts on time.
- Arrange tables and chairs.
- Set out the lectern, gavel, club banner, the national flag (optional), timing device, ballots, trophies, and ribbons.
- Place a table near the door to display promotional brochures, name tags, the **Guest Book** (Item 84), and educational materials such as manuals, club newsletters, and the *Toastmaster* magazine for members to see.
- Check the room temperature and adjust it if the room is too hot or too cold.
- Ask all guests to sign the **Guest Book** and give each a name tag to wear during the meeting.

In the online environment, the Sergeant at Arms can act as the moderator for the meetings. This will allow them to set the expectations at the beginning of the meetings to ensure they are conducted with the professional atmosphere of a Toastmasters club meeting.

During Club Meetings

- Sit near the door to welcome late arrivals and help them be seated. Prevent interruptions and perform any necessary errands.
- Coordinate food service, if any.
- Collect ballots and tally votes for awards when necessary.

After Club Meetings

- Return the room to its original configuration.
- Pack up all materials and store them in a secure place.
- Pick up and dispose of any stray items or trash.

14 COMMON SCENARIOS SERGEANTS AT ARMS FACE

Following are examples of scenarios you may encounter in your role as Sergeant at Arms and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Club and Member Support team at World Headquarters (**clubofficers@toastmasters.org**).

Scenario: It is difficult to find the time to arrive early and set up the meeting space, especially at lunchtime meetings.

Possible solutions: Ask for volunteers to assist you when your work or life schedules get busy; tap into the enthusiasm of new members to help with the role.

Develop a minimalist, basic configuration for your club's meeting space and use it on those days when you have little extra time.

Scenario: The club roster has become too large for the current meeting place and a new site is needed.

Possible solutions: First, find out if there are larger meeting spaces available in the same building. If not, look for a new meeting place that is as close as possible to the existing one. There are many possible solutions: clubs, churches, hospitals, restaurants, coffee shops, veterans' centers, senior centers, or city government offices.

Work with the President and Vice President Public Relations to tell everyone about the new location as soon as possible.

Scenario: The club's usual meeting room is temporarily unavailable.

Possible solutions: Work quickly to find a temporary solution and communicate it to members. There are many options: banquet facilities in local restaurants, pushing together some tables at a local coffee shop, or finding a different space in the same building.

Cancelling the meeting should be a last resort.

Sergeant at Arms Resources

Distinguished Club Program and Club Success Plan (Item 1111)	www.toastmasters.org/1111
Ordering club supplies	www.toastmasters.org/MeetingSupplies
Ballots and Brief Evaluations (Item 163)	www.toastmasters.org/163

THE DISTINGUISHED CLUB PROGRAM

Together, club officers set attainable goals for club success and develop a plan to achieve them. Focusing your efforts on achieving in the **Distinguished Club Program** (DCP) (Item 1111) is one of the best ways to ensure your club reaches its goals for education, membership, training, and administration.

A club that performs well in the DCP provides a higher-quality club experience for all of its members. Each aspect of the DCP is designed to enhance the enjoyment and reinforce the supportive atmosphere for each member, every time the club meets.

The Distinguished Club Program serves as the starting point for the District Recognition Program, which encompasses the Distinguished Area, Division, and District programs. The goals of these programs are based on Distinguished Clubs.

1 DCP REQUIREMENTS

The DCP is an annual program, running from July 1 through June 30. The program consists of 10 goals your club should strive to achieve during this time. Toastmasters International tracks the progress of your club toward these goals throughout the year and updated reports are posted daily on the Toastmasters International website at **www.toastmasters.org/DistinguishedPerformanceReports**.

After year-end in July, Toastmasters International calculates the number of goals the club met and recognizes those who earned Distinguished Club, Select Distinguished Club, and President's Distinguished Club recognition, based on the number of goals achieved and the number of members it has.

To be eligible for recognition, clubs must be in good standing in accordance with **Policy and Protocol, Policy 2.0: Club and Membership Eligibility**, Section 4: Good Standing of Clubs. Clubs must also have either 20 members or a net growth of at least five new, dual, or reinstating members as of June 30. Transfer members do not count toward this total until their membership has been paid and is current in their new club. At that time, the transfer member would then be considered as a renewing member and will not count as a new member.

Only members in good standing are eligible to earn education awards. See **Policy 2.0 Club and Membership Eligibility**, Section 5: Good Standing of Individual Members.

Submitting Information to World Headquarters

Documents must be received by World Headquarters no later than 11:59 p.m., Mountain Time, on the deadline date, even if the deadline falls on a weekend or holiday. Because no changes may be made after documents are received, club officers should be careful to submit accurate information.

Be aware that it is your responsibility as the sender to ensure the successful transmission of any document. Toastmasters International is not responsible for any illegible or incomplete documents it received, for fax machine malfunctions, or failures or for busy signals.

Distinguished Club Program Goals

EDUCATION

1. Four Level 1 awards achieved
2. Two Level 2 awards achieved
3. Two more Level 2 awards achieved
4. Two Level 3 awards achieved
5. One Level 4, Level 5, or DTM award achieved
6. One more Level 4, Level 5, or DTM award achieved

MEMBERSHIP

7. Four new members
8. Four more new members

TRAINING

9. A minimum of four club officers trained during each of the two training periods*

ADMINISTRATION

10. On-time payment of membership dues accompanied by the names of eight members (at least three of whom must be renewing members) for one period and on-time submission of one club officer list*

*For important information about Goals 9 and 10, please see the ***Distinguished Club Program and Club Success Plan*** (Item 1111).

Clubs that accomplish five of the goals above are Distinguished Clubs. Clubs achieving seven of these goals are Select Distinguished and clubs achieving nine are President's Distinguished.

Distinguished Club Resources

Distinguished Club Program and Club Success Plan (Item 1111)	www.toastmasters.org/1111
Distinguished Performance Reports	www.toastmasters.org/DistinguishedPerformanceReports

DEFINITION OF QUALITY CLUBS

A high-quality club encourages and celebrates member achievement, provides a supportive and fun environment, and offers a professionally organized meeting with variety. In those clubs, officers are trained in all aspects of club quality to ensure that members have access to a formal mentoring program, are provided evaluations that help them grow, and are motivated to achieve their goals.

QUALITY CLUB MEETINGS

Members join Toastmasters to become more effective communicators and leaders. They stay in Toastmasters because the club provides value and meets their individual needs. A quality club environment is the single most important factor in membership retention. Quality clubs provide the greatest opportunity for each member to develop communication and leadership skills.

Great club meetings make successful clubs. They are essential for building and maintaining membership. The secret to successful meetings is planning. Encourage clubs to plan and conduct meetings in which every member has a chance to learn, achieve, and have fun!

Online clubs can use Google Forms, Survey Monkey, or other polling software for club business votes during business meetings. Voting outside of meetings is not permissible per the **Club Constitution for Clubs of Toastmasters International, Article V: Quorum and Voting**, Section 3.

Keys to Club Meeting Success

Variety

Variety is demonstrated in different types of meetings: theme, interclub and social meetings, meetings at members' homes, and so on. The same format week after week can make meetings feel like a chore. Quality clubs have variety in Table Topics® and meetings to keep them fresh and interesting. Update your club on news from Toastmasters International via the Toastmasters' official **social media channels**.

Fun

People join Toastmasters to "learn in moments of enjoyment," as founder Ralph C. Smedley stated. Quality clubs have fun meetings that fulfill education objectives. The atmosphere is exciting, enjoyable, and inviting.

Time Limits

When time limits are enforced, it is amazing how much a club can pack into a single meeting without going a minute overtime. The best clubs start and end on time and follow a strict, fast-paced schedule. This builds enthusiasm and teaches valuable meeting management skills.

Project Speeches

Quality clubs encourage members to give speeches and promote evaluations based on project objectives. Depending on the length and format of club meetings, a good goal to aim for is three speeches scheduled per meeting.

Quality Club Guidelines

- Club officers attend training provided by the District.
- Club officers fulfill their roles and responsibilities.
- Meetings are well planned, have good attendance, start on time, end on time, are varied, and fun.
- New members are inducted during a formal ceremony.
- New members receive an orientation to the Toastmasters program, focused on what they want to achieve.
- Members are involved in every aspect of the club.
- Members actively participate in the education program.
- Guests are helped to feel welcome.
- Guests are given information about the benefits of Toastmasters and are asked to apply for membership.
- Member accomplishments are recognized.
- Use **Moments of Truth** to evaluate your club.

TOASTMASTERS EDUCATION PROGRAM

The education program is the heart of every Toastmasters club. It provides members with a proven curriculum to develop communication and leadership skills one step at a time, with many opportunities for awards and recognition along the way.

TOASTMASTERS PATHWAYS LEARNING EXPERIENCE

Through the Toastmasters Pathways learning experience you can develop your skills in many different areas: communication, leadership, management, strategic planning, service to others, public speaking, and more. You have the opportunity to complete projects that range in topic from persuasive speaking to motivating others to creating a podcast to leading a group in difficult situations.

Each path is divided into 5 levels that build in complexity:

Level 1: Master the Fundamentals

Develop or enhance your understanding of the fundamentals needed to be a successful public speaker and evaluator. You will focus on speech writing and basic speech delivery, as well as receiving, applying, and delivering feedback.

Level 2: Learning Your Style

Develop an understanding of your personal styles and preferences. You will have the opportunity to identify your leadership or communication styles and preferences. You will also be introduced to the basic structure of the Pathways Mentor Program.

Level 3: Increasing Knowledge

Begin increasing your knowledge of skills specific to your path. You will complete one required project and at least two elective projects that address your goals and interests through a wide variety of topics.

Level 4: Building Skills

Build the skills you need to succeed on your path. You will have the opportunity to explore new challenges and begin applying what you have learned. You will complete one required project and at least one elective project.

Level 5: Demonstrating Expertise

In this final level, demonstrate your expertise in the skills you have learned. You will have the opportunity to apply what you have learned at all levels to accomplish larger projects. You will complete one required project and at least one elective project. Once you have completed Level 5, you will complete one final project, "Reflect on Your Path," to bring closure to your path.

For more information about Pathways, visit **www.toastmasters.org/Pathways-Overview**.

ACHIEVEMENT AND RECOGNITION

In Pathways, member achievement is acknowledged frequently because recognition increases motivation. Each time members complete a level, they earn a digital badge and certificate on Base Camp. Members and Base Camp managers (Vice President Education, President, and Secretary) can download or print these certificates.

Each time a member completes a path, they receive the accolade of Proficient, signifying their demonstrated expertise. For example, a member who completes Presentation Mastery is Presentation Mastery Proficient.

After completion of Level 2 in any path, members have the option of working in the Pathways Mentor Program. Members who complete this program are considered Pathways Mentors and will be designated as such on their Base Camp profile.

Those looking for more to achieve can explore the Distinguished Toastmaster award (DTM) and the Distinguished Club Program (DCP). Visit the **Achievement + Awards** page for more information.

DISTINGUISHED TOASTMASTER

The Distinguished Toastmaster award is the highest education award Toastmasters International bestows and it recognizes both communication and leadership skills.

To be eligible for the Distinguished Toastmaster award, members must complete two unique paths, serve as a club officer for a complete one-year term or two semiannual terms, serve a complete one-year term as a District leader, serve successfully as a club mentor or coach, serve successfully as a club sponsor or conduct a Speechcraft or Youth Leadership program, and complete the Distinguished Toastmaster project.

Distinguished Toastmasters receive a plaque. If applicants wish, Toastmasters International sends a email to their employers about their achievement.

COMPLETING MULTIPLE PATHS

Members are welcome to complete as many paths as they would like and can complete the same path multiple times. To receive credit for completing a path a second time, members must purchase the path again.

2 SUBMITTING EDUCATION AWARD APPLICATIONS

It is the responsibility of the Vice President Education to submit education award applications to World Headquarters. When a member completes a level on Base Camp, confirm that they have completed all prior levels in the path and then submit the award on Club Central immediately after.

If the member belongs to more than one club, speak with them first and confirm that they would like to give Distinguished Club Program credit to your club.

Current club officers can submit award applications online through the Toastmasters International website **www.toastmasters.org/ClubCentral**. (Applications can also be emailed, faxed, or mailed.) Applications for completed levels can be found by going to **www.toastmasters.org/Level-Completion**.

All requirements must be fulfilled before the applicant is eligible for the award. No exceptions can be made.

Base Camp

When a member has completed all required projects and speeches within a level, they will submit a level completion request through Base Camp. The Base Camp manager approving the request should verify that the member met all requirements for the level. This may mean verifying that the member presented speeches in another club.

Once the level completion request is approved on Base Camp, the Vice President Education will need to submit the award on **Club Central**.

For more information, review ***The Navigator,*** available on our website under the Pathways tab.

Award Requirements

2

- An applicant must be a paid member at the time the application is received by World Headquarters. A paid member is one whose membership dues payments have been received by World Headquarters for the current dues period.
- The Vice President Education must sign and approve all award applications. If the Vice President Education is unavailable or if the award submission is for the Vice President Education, another current club officer may sign and approve it.

Be aware that it is your responsibility as the sender to ensure the successful transmission of any document. Toastmasters International is not responsible for any illegible or incomplete documents it receives, for fax machine malfunctions or failures, or for busy signals.

Distinguished Club Program credit for awards can be given only to one club of which the award recipient is a member in good standing.

Education Program Resources

Submitting member award applications	**www.toastmasters.org/ClubCentral**
Pathways Achievement Tracker (Item 823)	**www.toastmasters.org/823**
Education program FAQs	**www.toastmasters.org/EdFAQ**
Pathways learning experience	**www.toastmasters.org/Pathways-Overview**

CLUB FINANCE

BUDGET

The Club Executive Committee develops a budget each year.

Typical Club Expenses	
• Club newsletter	• Promotional material
• Web server	• Educational material
• Trophies, ribbons, and certificates	• Speech contest material
• Administrative supplies	• Postage

TYPICAL CLUB REVENUE

- Club dues and fees
- Donations
- Fundraising

See **Policy and Protocol, Protocol 8.2: Fundraising**, for information about acceptable and unacceptable fundraising activities.

CLUB BANK ACCOUNT

Club funds should never be mingled with an individual's funds.

For U.S. clubs only: Whether your club has an existing bank account or needs to open one, you must use the club's unique Employer Identification Number (EIN). Each club's EIN is available on the Toastmasters website in **Club Central** on the Club Demographics page.

Before you can issue checks from a club account, the bank must have a signature card signed by the Treasurer and President of the club. Ask your bank for the proper form and return it to the bank by **July 1**, and for semiannually electing clubs, **July 1** and **January 1**.

Advise the bank that Toastmasters International is a nonprofit, tax-exempt organization and that your club is organized as a 501(c)(3) nonprofit unincorporated association. Some banks waive fees for such entities.

If your club needs assistance opening a bank account, email **irsquestions@toastmasters.org**.

MANAGE AND AUDIT CLUB FUNDS

INSTRUCTIONS FOR MANAGING AND AUDITING CLUB FUNDS

Review the ***Club Constitution for Clubs of Toastmasters International,*** club policies and current budget to obtain a general understanding of the club's operations and how club funds should be used.

Confirm that the authorized signers on the club's bank account are current club officers. For U.S. clubs, confirm with a current club officer that the club has an EIN.

Bank Statements, Invoices and Checks

Review bank statements, paid invoices, cancelled checks, and the club checkbook reconciliations.

Confirm that all checks are accounted for and note which, if any, are outstanding.

Verify that the bank statements and checkbook have been reconciled monthly.

Note any unusual entries in the checkbook or any unusual cancelled checks and follow up with the Treasurer.

Verify that the monthly financial statements prepared by the Treasurer accurately reflect the club's financial status at the times they were prepared.

Club Income

Review items and descriptions in the cash receipts and disbursements journal and checkbook for entries concerning incoming funds, such as dues and any other income the club may have.

Randomly select a few of these items and verify that the proper funds were received and documentation was filed. For example, if 23 members paid membership dues to the club, confirm that the amounts received were correct and that the amount paid by each of the 23 members is indicated to Toastmasters International. Likewise, compare the amounts on the Membership Applications sent to Toastmasters International to the checks received from the members and the account statements received from World Headquarters and confirm that the amounts match.

THE AUDIT COMMITTEE

About one month before the Club President's office term ends, they appoint a committee of three members (excluding the Treasurer) to audit the club's finances. This committee reports its findings to the club and includes it in the club's permanent records.

Club Expenses

6

Review items and descriptions in the cash receipts and disbursements journal and checkbook for entries concerning expenses. Determine if any expenses appear out of the ordinary and follow up with the Treasurer.

Randomly select a few expense items and verify that each expense has proper approval, a valid receipt and was incurred during the proper time period. Verify that the check amount matches the receipt(s) total. If there is no receipt, be sure there is a written explanation for the lack of receipt.

Assets

1

If your club has assets, such as a lectern, banner, stationery, mailing supplies, timing device, trophies, and education materials, compare the asset list to the actual items. If you cannot account for an item, discuss it with the Club President.

Report

1 6

Follow up with the Treasurer if you have questions about any documentation. Bring any unresolved questions or concerns about improper activity to the Club President.

Prepare a final written audit report and present it to the club.

LIABILITY INSURANCE

Toastmasters International is globally covered by liability insurance for injury occurring within qualified Toastmasters meetings and occasions. Visit **www.toastmasters.org/LiabilityInsurance** to get the information to include with your insurance certificate request. In the event that a venue informs your club that they need to be named as a certificate holder for a specific Toastmasters meeting or occasion, contact **tminsurance@toastmasters.org** for a tailored certificate within three business days.

Club Finance Resources

Financial information for club business	www.toastmasters.org/FinancialResources
Tax questions	irsquestions@toastmasters.org
Other finance questions	financequestions@toastmasters.org

CLUB EVENTS

CLUB OFFICER ELECTIONS

Every club needs leaders who can move the club forward and work with and motivate others. One of your duties as a club officer is to identify members with leadership potential and encourage them to serve.

Hold elections at the first meeting in May, with new officers taking office July 1. In clubs that elect officers semiannually, also hold elections at the first meeting in November, with new officers taking office January 1.

CLUB CONSTITUTION FOR CLUBS OF TOASTMASTERS INTERNATIONAL
Article VI: Officers, Section 5

NOMINATION

1 2 3 4 5 6 7

At least two weeks before elections, appoint a Club Leadership Committee. Any current paid member of the club is eligible to run for office, and members may run for more than one office. Offices to be filled are President, Vice President Education, Vice President Membership, Vice President Public Relations, Secretary, Treasurer (or Secretary-Treasurer), and Sergeant at Arms.

All positions should be filled if possible. However, a club must have a minimum of three officers: the President, a Vice President, and the Secretary or Secretary-Treasurer, and each of these offices must be held by a different person.

The Club Leadership Committee may consider members in good standing who have announced their desire to serve in office. It may also seek out qualified candidates. A member may only be placed on the Club Leadership Committee's report if they have consented to the nomination. The committee's report is presented at the club meeting prior to the election. Additional nominations may be made from the floor.

If the Club Leadership Committee fails to provide its report to the club at the meeting prior to the election, then the report is invalid and not binding and all candidates must run from the floor at the meeting during which the election takes place.

THE CLUB LEADERSHIP COMMITTEE

The Club Leadership Committee selects candidates for each of the club offices. The Club President appoints a Club Leadership Committee of three members in good standing—one of whom being the Immediate Past President as the chair—at least two weeks before club elections.

THE ELECTION PROCESS

Before beginning the election process, briefly explain the major responsibilities of each office. Then explain the election process and proceed with elections:

The Election Process

1 5

1. Accept nominations for the office of President.
2. Ask for seconding speeches. Any member may stand to second the nomination and give a short speech (usually two minutes) on the qualifications of the nominee. Seconding speeches are given in alphabetical order by candidates' last names.

3. Ask the nominee if they would accept the position if elected. Allow the nominee two minutes to speak on their own behalf.
4. Ask for additional nominations for the office of President. If others are nominated, repeat steps 2, 3, and 4 for each nominee.
5. Entertain a motion to close the nominations for the office of President. This requires a second and a vote.
6. Instruct all members to cast their ballots.
7. Ask two people to tally the votes.
8. Announce the winner.
9. Should a tie occur in the ballots cast, to resolve the tie, all cast ballots are discarded. A new vote is conducted to determine a winner. If ties continue to occur, ballots are discarded and a new vote is conducted until there is no longer a tie. Other forms of tiebreaking are not official or binding to the club.

Repeat these steps for each office. When elections are finished, introduce the newly elected Executive Committee to the club.

1 ELECTION FREQUENCY

The ***Club Constitution for Clubs of Toastmasters International*** states that clubs meeting weekly may elect officers annually or semiannually. Clubs that meet less frequently than weekly must elect officers annually. Annual terms of office must run from July 1 through June 30; semiannual terms run from July 1 through December 31 and January 1 through June 30.

Club Presidents elected for a term of one year may not be re-elected for a successive term. Club Presidents elected for a term of a half-year may be re-elected for one successive term of a half-year.

1 VACANCIES

Any vacancy in office, except for the Immediate Past Club President, must be filled by a special election held at the next meeting following the announcement of the vacancy.

If someone takes on an officer role after July 1, the start date in the role will revert to the first of the month, in the month the vacancy takes place. For example, an officer elected to fill a vacancy on November 7 will have a start date in the role of November 1.

If an officer is currently listed in a role and another officer is replacing them, the end date of the previous officer will automatically revert to the last day of the previous month. Officers that are replaced in the months of July will have their club officer assignment removed completely and the newly elected club officer will be given a term begin day of July 1. This is also true for semiannual clubs for officers taking over in January. This allows any officer that is elected in the month of July or January the ability to serve the remainder of their club officer term and be able to use that service toward their educational achievements. You can find more information on this by going to **www.toastmasters.org/ClubBusinessFAQ**.

CLUB OFFICER INSTALLATION

After new officers are elected, the outgoing Club President arranges an installation ceremony. The entire ceremony takes about 12–15 minutes and is done toward the end of the meeting. Installations can be conducted during a regular club meeting or during a special event.

Installation Materials

- **Club Officer Pin Set** (Item 5801Z)
- **Gavel** (Item 375)
- **Club President Award** (Item 1990)
- ***Club Leadership Handbook*** (Item 1310)
- For tokens of appreciation to present to your outgoing officers, visit **www.toastmasters.org/Gifts**

CLUB OFFICER INSTALLATION SCRIPT

Whoever conducts the ceremony (the installing officer) may use the following script (a fillable version is available **here** with descriptions of each role) or create one.

First, the installing officer asks the outgoing club officers to stand, thanks them for their work and relieves them of their responsibilities by saying, "You are discharged from all further duties and responsibilities as officers of Club [**insert club name here**]."

Next, the installing officer calls the incoming officers forward and asks that they stand, in the following order, to the right of the lectern: Sergeant at Arms, Treasurer, Secretary, Vice President Public Relations, Vice President Membership, Vice President Education, and President.

The installing officer charges the incoming officers with their new duties by saying, "I am here to install the officers of Club [**insert club name here**] and to prepare them for the challenges that lie ahead. Their collective challenge is to make this club strong, dedicated to helping people from all walks of life to speak in an effective manner, listen with sensitivity, and think creatively.

I will ask each officer to hold the gavel as a symbol of leadership as I briefly describe the challenges they must meet and the responsibilities they must fulfill."

The installing officer introduces the Sergeant at Arms, giving a brief description of the goals and responsibilities of the office. Then the installing officer gives the gavel to the Sergeant at Arms as a symbol of this charge and concludes by saying, "Will you perform these duties to the best of your ability?"

The installing officer asks the Sergeant at Arms to pass the gavel to the next person and repeats this procedure for the Treasurer, Secretary, Vice President Public Relations, Vice President Membership, and Vice President Education. The incoming President is installed last with the following special presentation:

2 "Toastmaster [**insert incoming President's name here**], having been elected the President of Club [**insert club name here**], you are its Chief Executive Officer and are expected to preside at all club meetings and at all regular and special meetings of your Executive Committee.

It is your challenge to see that this club enables its members to achieve their educational goals. It is also your challenge to see that your club helps the Area, Division, District, and Toastmasters International to meet their goals. Please accept the gavel as a symbol of your leadership and dedication to office.

The gavel is a symbol of the power and authority given to you by the membership of this club. Use it wisely and with restraint. You are a member of your team as well as a leader. A team is more than a collection of people. It is an emotional force rooted in the feelings, thoughts, and actions of all members with the common goal of achievement, sharing, and mutual support. Work with your team members to create a healthy, dynamic club, a club of which everyone is proud.

Will you, as President, accept this challenge and perform your duties to the best of your abilities?"

The incoming Club President responds, "I will."

The installing officer says, "It is now my pleasure to declare these Toastmasters installed into the offices to which they have been elected."

Then, addressing the club collectively, the installing officer continues, "Will everyone please stand? The growth and development of the Toastmasters program in Club [**insert club name here**] depends largely upon the actions of this group. On your honor, as members of Toastmasters, do you pledge to individually and collectively stand by this club, live with it, and work with it throughout the coming year?"

The club members reply, "We will."

The installing officer says, "Will the newly installed Club President and Immediate Past President please join me at the lectern. [**Insert Immediate Past President's name here**], as Immediate Past President of Club [**insert club name here**], will you offer the President's pin to [**insert incoming President's name here**] as a symbol of their dedication and service? And [**insert incoming President's name here**], as President of Club [**insert club name here**], will you offer the Past President's pin to [**insert Immediate Past President's name here**] for their dedication and service?" The Immediate Past President and incoming President each pin the other officer.

The installing officer and Immediate Past President leave the lectern. The new President takes charge of the meeting. At this time, the new President presents the **Club President Award** (Item 1990) to the outgoing President. The new President then gives a three-minute speech, outlining the goals for their term.

CLUB SPEECH CONTESTS

Each year, every Toastmasters club has the opportunity to participate in official Toastmasters Speech Contests. Contests begin at the club level and winners of the club contest proceed to the Area, Division, and District levels. Districts must conduct the International Speech Contest and may conduct up to three additional speech contests each year.

As part of the International Speech Contest, winners at the District level proceed to region quarterfinals, which is conducted by video. Region quarterfinal winners proceed to the semifinals at the International Convention, where they compete for a chance to take part in the World Championship of Public Speaking®.

For some members, participation in speech contests is the highlight of their Toastmasters experience. Others are content with their club activities, and participation in speech contests is not as important as the achievement of their education goals. As a club officer, you must balance the needs of both groups and plan speech contests accordingly.

THE ROLE OF THE VICE PRESIDENT EDUCATION

The Vice President Education plays a key role in the club speech contest. 2

The Vice President Education's Role in Club Speech Contests

- Contacts the District to learn which speech contests the club is scheduled to be involved in this year
- Communicates the dates of the Area, Division, and District speech contests to the club and schedules the club speech contests accordingly
- Asks for volunteers to serve as contest chair and chief judge
- Serves as the club's expert on the entire contents of the ***Speech Contest Rulebook*** (Item 1171)
- Ensures the **Notification of Contest Winner** form (Item 1182) is forwarded to the Area Contest Chair

OTHER LEADERSHIP OPPORTUNITIES

Though the Vice President Education is responsible for oversight of the club's speech contests, there are other leadership opportunities members may take advantage of. 2

Contest Chair

Perhaps the most important of these is the role of contest chair. For a complete description of the role of the contest chair, see the ***Speech Contest Rulebook*** (Item 1171). A Vice President Education may take on the role of contest chair, but this is not required. In fact, if another qualified member wants to be contest chair, this frees the Vice President Education to manage the club's speech contest from a more strategic vantage point.

Helping to Organize a Speech Contest

Using planning and delegation skills, the Vice President Education can enlist support in organizing a good speech contest and also help members achieve their educational goals.

2 MEMBER ELIGIBILITY

It is the role of the contest chair to verify that every contestant in the club speech contest is eligible to compete, per the ***Speech Contest Rulebook*** (Item 1171). The rulebook lists a number of reasons why contestants may not be eligible, but the most frequent eligibility issue that arises for club contests is non-payment of membership dues to Toastmasters International. In short, if a member is not a paid member when the club contest takes place, then that member is ineligible to compete at any level of the speech contest in question—even if the member later pays membership dues and regains good standing.

Though it is the primary responsibility of the contest chair to verify eligibility, the Vice President Education can assist by sharing their knowledge of the speech contest eligibility rules and ensuring that the club follows them. Failure to do so may lead to disappointment later in the contest cycle, when successful contestants learn that they must step down due to ineligibility at the club level.

Each contestant should complete and sign the **Speaker's Certification of Eligibility and Originality** (Item 1183) prior to each contest in which they compete.

Speech Contest Resources

Speech Contest Rulebook (Item 1171)	**www.toastmasters.org/1171**
Speech contests page	**www.toastmasters.org/SpeechContests**
Speech contest FAQs	**www.toastmasters.org/SpeechContestFAQ**
Speech contest kits	**www.toastmasters.org/SpeechContestKits**
Eligibility Assistant	**www.toastmasters.org/Eligibility-Assistant**

SPEAKATHONS

Speakathons are a form of special club meeting dedicated solely to project speeches and evaluations. Such meetings, also known as "Speech Marathons" or "Speakouts", help individual members hone their speaking skills before larger audiences, provide the opportunity for many speakers to complete their speech projects, and offer a potential forum for drawing in new membership.

These meetings may be organized only by a club. A single club or any number of clubs may cooperate to organize a Speakathon. When more than one club conducts a join Speakathon, these clubs may be from any District. Speakathons may be conducted either online, in person, or combination thereof.

Districts, including Divisions and Areas, may not organize this type of meeting. However, District, Division, and Area resources (including websites and social media platforms) may be used to promote such meetings.

Members of clubs other than the host club or clubs (if jointly organized) may be invited to attend and participate in Speakathons. Attendance may also be made open to the general public, at the club's discretion.

Members of the host club or clubs may take on any meeting role, including the presentation of speeches and evaluations (both verbal and written). Member guests from clubs other than the host club or clubs may not present speeches but may take on other meeting roles. Non-Toastmasters guests are not recommended to take any roles.

International Director and Second Vice President candidates are not permitted to participate in any Speakathon conducted jointly with clubs outside their declared home region.

Each speech is carefully prepared to allow the speaker to focus on the objective of the project and members are limited to one speech at any meeting for credit Pathways. The host club or clubs must ensure that the host and all participants have the appropriate resources (e.g., evaluation forms, timing devices, microphones, webcams, online meeting platforms, etc.).

Questions relating to Speakathons may be directed to **educationprogram@toastmasters.org**.

CLUB STATUS GUIDE

Refer to the table below in determining how a club's status affects different features and areas of the Toastmasters program. Please contact Club and Member Support at +1 720-439-5050 or **membership@toastmasters.org** with any questions.

	Prospect	Active	Low	Ineligible	Suspended
Base Camp access		✓	✓	✓	
Club Central access		✓	✓	✓	
Can hold club meetings	✓	✓	✓	✓	
Can compete in speech contests		✓			
Can vote at District business meetings		✓			
Can vote at the Annual Business Meeting		✓			
Can participate in Distinguished Club Program		✓			

Prospect	Club is in the process of chartering.
Active	Eight or more members are paid for the current renewal period—at least three of whom are renewing members.
Low	Paid member count is fewer than eight.
Ineligible	Paid member count does not include three renewing members.
Suspended	Club has been low or ineligible for one full renewal period and must now be reinstated to prevent permanent closure.

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