



DISTRICT LEADERSHIP HANDBOOK

A Guide to Effective
District Management

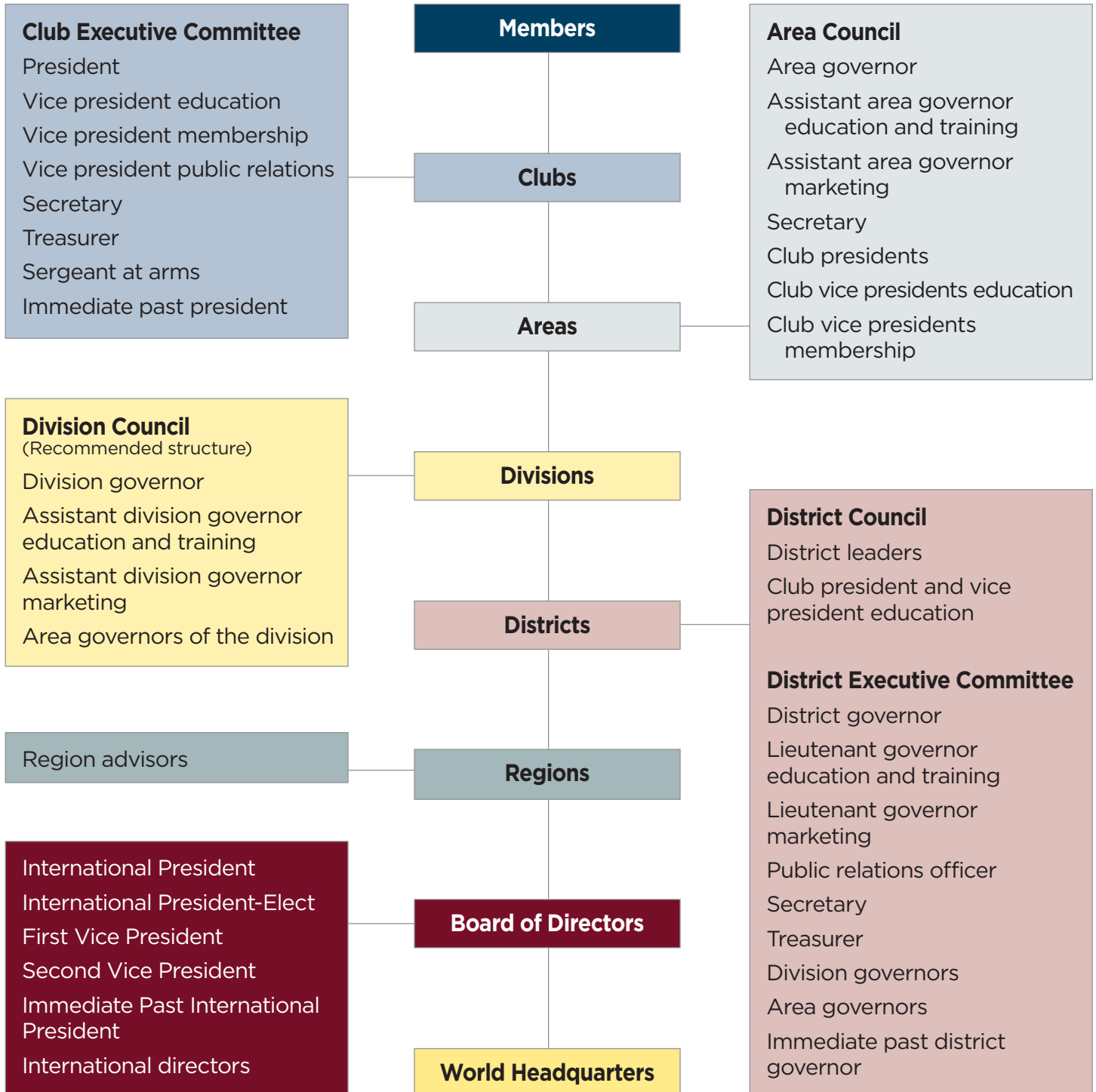


**WHERE LEADERS
ARE MADE**

MAP OF SERVICE TO MEMBERS



Members are the heart and foundation of Toastmasters International. Below is a representation of each service level in support of the member.





DISTRICT LEADERSHIP HANDBOOK

A Guide to Effective
District Management

TOASTMASTERS INTERNATIONAL

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**WHERE LEADERS
ARE MADE**

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INTRODUCTION

DISTRICT MISSION

The mission of the district is to enhance the performance and extend the network of clubs, thereby offering greater numbers of people the opportunity to benefit from the Toastmasters educational program by focusing on the critical success factors as specified by the district educational and membership goals, ensuring that each club effectively fulfills its responsibilities to its members, and providing effective training and leadership development opportunities for club and district officers.

LEADERSHIP EDUCATION PHILOSOPHY

Leaders achieve results for their districts by giving priority attention to the needs of their members and fellow district leaders. Consider yourself a steward of your district'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, empowering, and relational.

As a district leader, you are part of Toastmasters International, the leading movement devoted to making effective communication a worldwide reality. You are part of a driving force with a noble mission: To help more men and women learn the arts of speaking, listening, and thinking—vital skills that promote self-actualization, enhance leadership potential, foster human understanding, and contribute to the betterment of mankind.

To accomplish this mission, the network of Toastmasters clubs must continually expand, thereby offering more people the opportunity to benefit from the Toastmasters program. Encouraging educational excellence in each club is fundamental in accomplishing this mission. Members receive the full benefits of their membership through the Toastmasters communication and leadership programs.

Your responsibilities are your opportunities. Serving as a district leader 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.

Members of your district team depend on you to help them develop their own goals and achievements. Clubs see you as a facilitator to their success. You instill a sense of enthusiasm, fidelity, and responsibility throughout your district.

The tools and resources in this handbook are to 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 throughout this handbook. You can also find answers to your leadership questions, whether you're an experienced leader or a novice.

A district's success depends on the quality of its leadership. As a district leader, it is your duty to uphold the Bylaws and Policies of Toastmasters International. It is up to you to create and maintain an atmosphere of enjoyment, teamwork, and dedication. You are responsible for fulfilling the district mission and achieving recognition in the Distinguished District Program.

A successful district establishes a climate in which all people are committed to the district's mission.

Keys to Fulfilling the District Mission


- Support clubs.
- Establish clear, measurable goals.
- Develop and execute a plan.
- Train.
- Budget resources—time, money, materials, and people.
- Recognize and reward achievement.

DISTRICT-LEVEL LEADERSHIP POSITIONS

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


The district-level leadership positions described in this handbook are the following. 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:

 District governor

 Lieutenant governor education and training

 Lieutenant governor marketing

 Treasurer

 Public relations officer

 Secretary

 Division governor

 Area governor

While the region advisor role is an international-level position and not a district-level leadership position, it is a primary resource for district leaders. Therefore, when information important to the role is mentioned, the region advisor icon appears.

 Region advisor

District Leader Responsibilities

- Uphold the governing documents of Toastmasters International.
- Foster an atmosphere of enjoyment, teamwork, and dedication in the spirit of learning, growing, and achieving.
- Work to fulfill the district mission.
- Strive to achieve recognition in the Distinguished District Program.
- Prepare your successor to assume office.

District Leadership Resources

District leaders

[www.toastmasters.org/
districtleaderresources](http://www.toastmasters.org/districtleaderresources)

Governing Resources Document

www.toastmasters.org/policyprotocol

DISTRICT GOVERNMENT

DISTRICT ADMINISTRATIVE BYLAWS

Article II: Mission and Purposes

The mission of this district is to enhance the quality and performance and extend the network of the member clubs of Toastmasters International within the boundaries of this district, thereby offering greater numbers of people the opportunity to benefit from the Toastmasters educational program by focusing on the critical success factors as specified by the district educational and membership goals, ensuring that each club effectively fulfills its responsibilities to its individual members, and providing effective training and leadership-development opportunities for club and district officers.

GOVERNING DOCUMENTS

Toastmasters International Governing Documents

- Articles of Incorporation and Bylaws of Toastmasters International
- Policies and Protocol
- District Administrative Bylaws
- Club Constitution and the Standard Bylaws for Clubs of Toastmasters International

Each district is governed by the Bylaws, Policies, and Protocol of the organization; the **District Administrative Bylaws** is the governing document that specifically addresses district leadership and operations. While districts cannot create policy, they do have the ability to implement procedures manuals that capture operational processes at the district level.

Throughout this handbook, information presented verbatim from a governing document is called out from the regular text. Often, articles, sections, policies, and bylaws include more information than is pertinent to the subject matter at hand. In these cases, keep in mind that only the applicable excerpt is cited. The complete version is available at www.toastmasters.org/policyprotocol.

Governing Documents Resources

Articles of Incorporation and Bylaws of Toastmasters International

www.toastmasters.org/policies

Policies and Protocol

www.toastmasters.org/policies

District Administrative Bylaws

www.toastmasters.org/policies

Club Constitution and the Standard Bylaws for Clubs of Toastmasters International (Item 210C)

www.toastmasters.org/policies

DISTRICT PROCEDURES

Districts may establish procedures to provide consistency and help guide district leaders from year to year. Procedures may be established and changed by either the district executive committee or the district council.

Your district's procedures cannot duplicate or contradict or be more restrictive than Toastmasters International governing documents. They also may not be called "policies" or "protocol." Only Toastmasters' Board of Directors may create policies.

Consult World Headquarters before adopting new district procedures or before making significant changes to existing procedures, and provide a copy of your district's procedures manual to World Headquarters for review. Each year, post them on the district website.

DISTRICT COMMITTEES

Through various district committees, members and district leaders work together and build effective teams that support the district and enhance the quality of the member experience.

Other committees may be appointed by the district governor or the district council. See [District Administrative Bylaws](#), Article XI: Committees, (d) Other Committees.



Possible District Committees

- Education and training committee
- Marketing committee
- Public relations committee
- Youth Leadership program committee
- Speechcraft committee
- Policies and procedures committee
- Awards committee
- Speakers' bureau committee
- Newsletter committee
- Past district governors committee

The more active committees a district has, the more it can accomplish. That is why it is important for the district governor, lieutenant governor education and training, and lieutenant governor marketing to empower motivated members to participate in district committees. You'll find district committees mentioned throughout the handbook.

DISTRICT EXECUTIVE COMMITTEE

The district executive committee includes the district governor, the lieutenant governor education and training, the lieutenant governor marketing, the public relations officer, the district secretary, the district treasurer, the area governors, and any division governors, and the immediate past district governor. The committee is subject to the direction and approval of the district council. See [District Administrative Bylaws](#), Article XI: Committees, (a) District Executive Committee.



DISTRICT EXECUTIVE COMMITTEE

The district executive committee ensures that the district and its leaders are working toward the achievement of the district mission.

District Executive Committee Duties

- Review and approve the **District Success Plan**
- Prepare the budget
- Oversee the district's financial operation
- Recommend the assignment of clubs to areas and divisions
- Review recommendations and reports of district committees
- Assume tasks assigned by the district council

When invited by the district governor, those having business before the committee may attend district executive committee meetings. No others may attend.

The district executive committee may remove any elected district leader from office, without cause, by a two-thirds vote.

POLICIES AND PROTOCOL

Protocol 7.1: District Events , 4. District Executive Committee Meetings, D

The district executive committee meets at least four times each year. Meetings are conducted in-person when practicable.

A quorum that consists of a majority of the district executive committee is required to conduct business. There is no provision for voting by mail, or for absentee or proxy voting at such meetings. Only members in attendance may vote.

District Committees Resources

District Administrative Bylaws

www.toastmasters.org/policies

District Success Plan

www.toastmasters.org/dsp

DISTRICT COUNCIL

DISTRICT COUNCIL AUTHORITY

The district council—which includes district leaders, club presidents, and vice presidents education—serves as the administrative governing body of the district, operating with powers delegated to the district council by the Board of Directors of Toastmasters International. The district council conducts all business of the district, assumes responsibility for the payment of all debts incurred in the presentation of district council meetings and other district functions, and does not assess or impose any financial obligation on any club or member of a club. See **District Administrative Bylaws**, Article IX: District Council, (b) Authority.



DISTRICT COUNCIL MEETINGS

The district council holds at least two regular meetings during each year. One of the required meetings is held **between March 15 and June 1**. The other required meeting is held as soon as practical after the Toastmasters International Annual Business Meeting, but no later than **December 1**.

Both of the regular meetings are held in conjunction with a district conference. Even so, notice of any regular meeting is sent in writing to all district council members at least four weeks in advance. Include the dates of the council meetings and conferences on the district website and in communications to club and district leaders during the year.

District committee chairs and others whose participation the council requires may attend. Members attending the district conference who are not voting members of the council or their proxies may attend but do not participate in council deliberations. See **Policies and Protocol**, Protocol 7.1: District Events, 5. District Council Meetings, C.

Both meetings include educational programs or sessions in their schedule for all district council members attending.

POLICIES AND PROTOCOL

Protocol 7.1: District Events, 5. District Council Meetings, D

At district council meetings, unless noted, the following business is conducted:

- I. The district mission is reviewed.
- II. The credentials committee report is presented.
- III. The audit committee report is presented.
- IV. The district budget is adopted at the first district council meeting.
- V. The Treasurer's Report is presented.
- VI. Appointed officers are confirmed at the first district council meeting.
- VII. The district executive committee's action to fill any vacancies in district office is confirmed.
- VIII. The assignment of clubs to areas and divisions for the following year is adopted at the district council annual meeting.
- IX. The nominating committee report is presented at the district council annual meeting.
- X. Nominations from the floor are taken, and election of district officers is conducted at the district council annual meeting.
- XI. The district governor, lieutenant governors, immediate past district governor, and public relations officer report on progress toward district goals.

District Council Quorum

A quorum is needed to conduct business. If any business is done at council meetings where a quorum is not present, then a majority of the clubs must approve the action through a post-meeting vote. See **District Administrative Bylaws**, Article X: Council Meetings, Quorum, Proxies, and Voting, (a) Regular meetings.

QUORUM

The minimum number of the members required to be present for a meeting to transact business.

DISTRICT ADMINISTRATIVE BYLAWS

Article X: Council Meetings, Quorum, Proxies, and Voting, (c) Quorum

One-third of the club presidents and vice presidents education from member clubs in the district, or proxies...shall constitute a quorum for all district council meetings. In the event that any business is transacted at any district council meeting at which a quorum is not present, the action shall be deemed as valid as if a quorum were present if it thereafter is expressly approved in writing, personally, by mail, fax, email, electronic transmission or other reasonable means, by the affirmative vote of a majority of the member clubs in the district on the basis of two (2) votes per club.

▲▲ RECORDS

All district funds, bank statements, canceled checks, original invoices, check requests, and other financial documents are the property of Toastmasters International and not of any individual, area, division, or district. The district council is responsible for storing and preserving records for the current administrative year, and the records must be made freely available to district leaders and to individual members to inspect and review.

POLICIES AND PROTOCOL

Policy 8.4: District Fiscal Management, 2

All district funds, regardless of source, are Toastmasters International funds and are to be used to carry out the Toastmasters International and district missions.

Outgoing district leaders must deliver all district funds and records to the new district treasurer or new district governor no later than **July 1** of each new district administrative year. The outgoing district treasurer and the outgoing district governor may retain copies of any records necessary to complete the district year-end audit. If they receive any funds, statements or other financial documents after July 1 they must immediately give them to the new district treasurer or new district governor.

In order to satisfy United States Internal Revenue Service requirements, the district must send to World Headquarters, by **August 31** each year, original records for the previous administrative year for storage at World Headquarters. World Headquarters honors requisitions for funds and supply orders after November 30 only if it has received these records.

Correspondence, memoranda, and other communications received by a district are district records and Toastmasters International property.

The district governor must determine whether the contents of these communications should be shared with other district leaders and their method of distribution based on the best interests of the district and Toastmasters International.

Other materials must also be kept for specific lengths of time:

Material	Length of Time	
District Administrative Bylaws, Policies and Protocol, and the Articles of Incorporation and Bylaws of Toastmasters International	always	—————▶
List of clubs in chartering process and list of prospective clubs	always	—————▶
Meeting minutes and attendance records	7 years	•••••
Copies of audits, budgets, Treasurer's Reports, and financial statements	7 years	•••••
Long-range and operational plans	3 years	•••
Correspondence	3 years	•••
Online club visit forms	1 year	•

DOCUMENTS OF PREVIOUS ADMINISTRATIVE YEAR DUE TO WORLD HEADQUARTERS AUGUST 31

- Canceled checks
- Bank statements
- Paid invoices
- Cash-receipts journals
- Cash-disbursement journals

District Government Resources

District questions

districts@toastmasters.org

Club record retention

**[www.toastmasters.org/Members/
OfficerResources/ClubOfficer
Resources/RetentionofClubRecords](http://www.toastmasters.org/Members/OfficerResources/ClubOfficerResources/RetentionofClubRecords)**

DISTRICT STRUCTURE



DISTRICT ALIGNMENT

All districts have geographic boundaries. The geographic boundaries of a district are established at the time of its formation. A description of district boundaries is included in Article V of the **District Administrative Bylaws**. Should the district want to change its boundaries, any proposed changes must be approved by the district councils of all districts involved and submitted to World Headquarters for the consideration of the Board of Directors.

Once each year, districts must review and amend, if necessary, the alignment of the clubs, areas, and divisions within their boundaries. The result is subject to the approval of the district council at its annual meeting between March 15 and June 1.

Changes cannot be made after the approval, so it is important that the alignment is correct because it is effective throughout the year.

By the end of June, districts can expect World Headquarters to have provided them with their individualized alignment templates. Alignments are returned to World Headquarters by **July 15** on the template provided. No other format is accepted.

Take the necessary time to discuss strategy with the district alignment committee and define goals and expectations.

To help with this task, here is a proposed timeline:

<u>December</u>	<u>January/ February</u>	<u>February/ March</u>	<u>April/May</u>	<u>June/July</u>
The district forms an alignment committee and orients the committee members, making sure they have the background, resources, and information necessary to function properly.	The committee does its work. Its members contact clubs as well as area and division governors for input, especially where changes are being considered.	The committee prepares the alignment proposal and provides it to the district executive committee for review. The district gives appropriate notice to clubs affected by the alignment being considered.	The district council approves final alignment.	The alignment is reported to World Headquarters. Clubs, areas, and divisions are provided with the final alignment.

THE DISTRICT ALIGNMENT COMMITTEE

The task of aligning the clubs, areas, and divisions within the district is the responsibility of the district alignment committee. The district alignment committee is a group of district members appointed by the district governor.

It is never too early to form a committee to review the district's alignment and put forward a structure for the next program year. The committee should construct a plan that serves the clubs in the most effective way possible while meeting Toastmasters International policy requirements. It is important for the district to consider club growth as well as club loss when creating its proposal.

Each area should have a minimum of four clubs and no more than six clubs. A district may have an area with three clubs if efforts are made to charter a fourth club in the area. An area with fewer than four clubs is cause for concern in terms of long-term growth potential. Under no circumstances shall an area have fewer than three clubs.

Alignment Considerations

- At least three areas per division
- No fewer than four clubs and no more than six per area
- Geography
- Possible growth and possible loss
- Changes anticipated by current district leaders
- Strategy focused on the benefits for all

The district alignment committee considers several factors when recommending alignment changes. Clubs are typically assigned to an area based on geographic proximity to other clubs. Advanced clubs or other clubs that have members sharing a special interest may not be placed in separate areas or divisions; all clubs are grouped together. Clubs that charter after the alignment is approved by the district council must be placed into existing areas.

Alignments that do not meet policy requirements cannot be accepted. The alignment committee must ensure that the proposal meets these requirements before bringing it forward.

Communicate the approved alignment with clubs, areas, and divisions. Provide the final alignment to World Headquarters as soon as possible, and no later than **July 15**.

DIVISIONS



The formation of divisions is optional. If divisions are part of the district structure, single letters must designate them. For example, divisions may be assigned the letters N, S, and C for Northern, Southern, and Central. The same letter cannot designate more than one division in a district.

Divisions must have at least three areas.

Each division has a governor, responsible for supervising activities within the division. The division governor, who is elected, works under the supervision of the district governor.

Division Purpose

- Provide district support and resources to clubs and members through area governors
- Aid in administration
- Assist in the presentation of speech contests
- Provide club leader training
- Help the district reach its Distinguished goals.

DIVISION COUNCILS



Division council members are the division governor, assistant division governor education and training, assistant division governor marketing, and area governors within the division.

The division council manages division activities; facilitates the achievement of club, area, division, and district goals; and helps with administrative activities, such as division contests, meetings, and training.

ADMINISTRATIVE UNITS

Administrative units of Toastmasters International should provide the highest potential for continued club and membership growth. Thus, new districts should be created and existing districts consolidated or reformed only after the Board of Directors has determined that there are enough existing clubs in the territory to be included within the proposed new or consolidated districts. These clubs also must be of sufficient membership strength to ensure efficient and financially sound administration of such proposed districts. Once formed, a district should continue to operate as a district only so long as it meets certain minimum standards.

DIVISION COUNCIL FUNCTIONS

- Advisory group for the division
- Achievement of club, area, division, and district objectives
- Division contests, meetings, and training

The division council meets at least twice each year. Meetings are conducted in-person when practicable. The division governor notifies attendees at least four weeks before each meeting.

See **Policies and Protocol**, Protocol 7.1: District Events, 6. Division Council Meetings.

▲ AREAS

Clubs are assigned to areas (four to six clubs per area) by the district alignment committee and approved by the district council. Area assignments for new clubs are reported in writing to World Headquarters at the time the club receives its charter. These assignments must be confirmed by the district governor.

Area Purpose

- Ensure each club fulfills its responsibilities to its members and becomes a Distinguished Club
- Promote and extend the benefits of membership in Toastmasters clubs
- Help in the organization of new clubs
- Facilitate the training of club leaders
- Encourage clubs to undertake efforts that create greater community awareness of Toastmasters and make Toastmasters available to more people
- Oversee and conduct quality speech contests in the district
- Help the district reach its Distinguished goals

▲ AREA COUNCILS

Area council members include the area governor, assistant area governor education and training, assistant area governor marketing, area secretary, club presidents, club vice presidents education, and club vice presidents membership.

The area council manages area activities and supports each club in the area in fulfilling the club mission.

The area council meets at least twice each year. Meetings are conducted in-person when practicable. The area governor notifies attendees at least four weeks before each meeting.

See **Policies and Protocol**, Protocol 7.1: District Events, 7. Area Council Meetings.

▲ CLUBS

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

All existing clubs that meet within the boundaries of a district, and all new clubs formed within those boundaries are assigned to that district. Assignment of a new club to an area is made by the district governor, subject to approval by the district executive committee.

The district's role is to help clubs achieve their mission. The district must take the initiative in acquainting the clubs with the activities, services, and assistance offered by the district and by Toastmasters International.

CLUB LEADER INSTALLATION

One district function is to install leaders of Toastmasters clubs when invited to do so. The area governor is the district team member best suited to handle this important opportunity, although a division governor or a past president of the club can do it. In a company or government club, a key executive or public figure, such as the corporation president or military officer, may be willing to perform the ceremony.



GAVEL CLUBS

Gavel clubs, which operate as special groups affiliated with Toastmasters International, are formed as a result of individuals' inability to comply with eligibility requirements. See the bylaws within the **Articles of Incorporation and Bylaws of Toastmasters International**, Article I: Purpose, Section 2, (f), and Article III: Membership, Section 1.

The gavel club program is administered by World Headquarters, which provides materials, methods, and services to gavel clubs. Gavel clubs are not affiliated with any Toastmasters club or district. However, members, clubs, and districts may have working relationships with gavel clubs or lend them support. See **Policies and Protocol**, Policy 5.1: Gavel Clubs.

Gavel Club Resources

Gavel club questions
Policy

newclubs@toastmasters.org
www.toastmasters.org/policyprotocol

DISTRICT TIMELINE

JULY

AUGUST

SEPTEMBER

Specific Deadlines

JULY 1

- Start: Toastmaster year
- Start: Distinguished Programs

AUGUST 1

- Start: Smedley Awards membership-building contest

SEPTEMBER 1

- Due: district leader list for Advanced Leader credit

JULY 15

- Due: district leader list
- Due: district calendar
- Due: area and division alignment changes
- Due: district signature form

AUGUST 31

- End: club officer training for Distinguished credit
- Due: year-end audit report

SEPTEMBER 30

- Due: first-round club officer training reports
- Due: *Division and Area Governor Training Report*
- Due: *District Success Plan*
- Due: district budget
- End: Smedley Award membership-building contest

Important Tasks

JULY

- Continue first-round club officer training
- Submit first-round club officer training reports online
- Continue division governor and area governor training
- Start first-round club visits
- Transfer all records to new administration
- Contact clubs that have not submitted club officer lists
- Foster leadership team-building

AUGUST

- End first-round club officer training
- Submit first-round club officer training reports online
- End division governor and area governor training
- Attend District Leader Training at International Convention
- Create district budget
- Prepare for October/November district conference, including district executive committee meeting and district council meeting
- Prepare proxy/credentials forms for district conference

SEPTEMBER

- Work on the District Success Plan
- Clubs submit dues renewals online
- Send proxy/credentials forms to club presidents and vice presidents education at least two weeks before the district council meeting.
- Prepare for October/November district conference, including district executive committee meeting and district council meeting

OCTOBER

OCTOBER 1

Due: dues renewals

- ▲ Due: appointment of nominating chair

OCTOBER 10

Due: dues renewals for Distinguished Club credit

NOVEMBER

NOVEMBER 1

- ▲ Due: appointment of audit committee
- ▲ Due: appointment of nominating committee

NOVEMBER 15

Due: dues renewals for Distinguished Area credit

- ▲ Due: quarterly Treasurer's Report for period of July 1 through September 30

NOVEMBER 30

- ▲ End: First-round club visits
- ▲ Due: first-round club visit reports
- ▲ Due: previous year's financial records
- ▲ Due: changes to first-round for club officer training

DECEMBER

DECEMBER 1

- ▲ Start: club officer training for Distinguished credit

DECEMBER 31

Due: cub officer lists from clubs with semi-annual terms

OCTOBER

October/November district conference

- ▲ Plan audit committee appointments for mid-year audit
- ▲ Prepare previous year's financial records for submission to World Headquarters
- ▲ Evaluate training for opportunities for improvement
- ▲ Clubs submit dues renewals online

NOVEMBER

October/November district conference

- ▲ Contact clubs that have not paid dues
- Share successes and challenges with other leaders
- Show appreciation for volunteers
- ▲ Publish call for candidates

DECEMBER

Start second-round club officer training

- ▲ Submit second-round club officer training reports online
- ▲ Plan for elections
- ▲ Plan for next district conference
- ▲ Start second-round club visits
- ▲ Form alignment committee
- ▲ Publish call for candidates

DISTRICT TIMELINE

JANUARY

FEBRUARY

MARCH

Specific Deadlines

JANUARY 1

- ▲ Start: second-round cub visits

FEBRUARY 1

- ▲ Start: Talk Up Toastmasters membership-building contest

MARCH 31

- ▲ Due: second-round club officer training reports
- ▲ End: Talk Up Toastmasters membership-building contest

FEBRUARY 15

- ▲ Due: mid-year audit report for period of July 1 through December 31

Important Tasks

JANUARY

- ▲ End mid-year audit
- ▲ Continue second-round club officer training
- ▲ Submit second-round club officer training reports online
- ▲ Prepare proxy/credentials forms for district conference
- Audit committee conducts audit
- Mid-year District Leader Training
- ▲ Publish call for candidates

FEBRUARY

- ▲ End second-round club officer training
- ▲ Submit second-round club officer training reports online
- ▲ Prepare proxy/credentials forms for district conference
- ▲ Order speech contest awards
- Prepare for April/May district conference, including district executive committee meeting and district council meeting
- Nominating committee submits report to district governor six weeks before district conference
- ▲ Publish nominating committee report four weeks before district conference

MARCH

- Clubs submit dues renewals online
- ▲ Order speech contest awards
- ▲ Send proxy/credentials forms to club presidents and vice presidents education at least two weeks before the district conference
- Prepare for April/May district conference, including district executive committee meeting and district council meeting
- Nominating committee submits report to district governor six weeks before district conference
- ▲ Publish nominating committee report four weeks before district conference

APRIL

APRIL 1

Due: dues renewals

APRIL 10

Due: dues renewals for Distinguished Club credit

MAY

MAY 1

▲ Start: Beat the Clock membership-building contest

MAY 15

Due: dues renewals for Distinguished Area credit

▲ Due: quarterly Treasurer's Report for period of July 1 through March 31

MAY 31

▲ Due: changes to second-round club officer training reports

▲ End: second-round club visits

▲ Due: second-round club visit reports

JUNE

JUNE 1

▲ Start: club officer training for Distinguished credit

JUNE 30

Due: club officer lists

▲ End: Beat the Clock membership-building contest

End: Distinguished programs

End: Toastmasters year

APRIL

Clubs submit dues renewals online

April/May district conference

▲ Report election and appointment results soon after district conference

MAY

Plan for the transition of district leaders

▲ Contact clubs that have not paid dues

April/May district conference

▲ Report election and appointment results soon after district conference

JUNE

▲ Start first-round club officer training

▲ Submit first-round club officer training reports online

▲ Start division governor and area governor training

▲ Plan district calendar

▲ Start year-end audit

▲ Submit area and division alignment report on template provided

Meet with incoming district leaders about transitioning to next administration

Foster leadership team-building

LEADERSHIP ROLES



DISTRICT GOVERNOR

As the district governor, you are responsible for directly overseeing and managing the district's day-to-day operations, finances, and human resources.

Fortunately, you have a team of district leaders to help you fulfill these responsibilities. You must empower your district leadership team to work together toward the district mission, while supporting each leader in his or her development as a leader. Together with the district leadership team, the district governor participates in district leader training sessions at the International Convention, Mid-year Training, and online via the Toastmasters Learning Connection.

To serve as district governor, you must have served at least six consecutive months as a club president and at least 12 consecutive months as a lieutenant governor or division governor. See **District Administrative Bylaws**, Article VII: Officers, (d) Qualifications.



DISTRICT GOVERNOR RESPONSIBILITIES

Guidance

The district governor supervises and guides all elected and appointed district leaders and is responsible for their success. Your leadership skills provide more than just a means of directing and facilitating the work of the district; your personal leadership style sets the tone and direction for the entire district.

It is the district governor who motivates team members to achieve goals, keeping in mind their development needs.

The district governor delegates tasks and authority as appropriate.

When conflicts arise, the district governor assists in their resolution.

Financial Resources

As district governor, you have fiduciary responsibility and are accountable for the district's management of funds that supports the district mission. You administer and oversee the district's financial resources.

Along with the district executive committee, the district governor prepares the district budget to be approved by the district council.

The district governor authorizes all purchases on behalf of the district.

District Governor Resources

District Leader E-toolkit	www.toastmasters.org/districtleadertoolkit
District Success Plan	www.toastmasters.org/dsp
District Finance Corner	www.toastmasters.org/districtfinance
Distinguished District Program (Item 1470)	www.toastmasters.org/1470
Distinguished Area & Division Programs (Item 1481)	www.toastmasters.org/1481
Distinguished Club Program and Club Success Plan (Item 1111)	www.toastmasters.org/1111
Policies and Protocol	www.toastmasters.org/policyprotocol
Toastmasters Learning Connection	www.toastmasters.org/elearning

Presiding Officer

At district executive committee meetings and district council meetings, the district governor serves as presiding officer. This means the district governor takes charge of the proceedings and keeps the agenda moving forward. As district governor, you are expected to manage procedural matters in the conduct of the meeting, and to apply **Robert's Rules of Order** (Item B30).

It is the district governor's responsibility to appoint district leaders and committees as provided for in the **District Administrative Bylaws**, subject to approval by the district council.

Operations

The district governor works with World Headquarters and the region advisors on matters related to district operations.

It is the district governor who is responsible for preparing and submitting all plans and reports to World Headquarters.

The district governor leads the district to Distinguished status by reaching goals related to training, club building, membership, and education.

DISTRICT ADMINISTRATIVE BYLAWS

Article VII: Officers, (b) Elective Officers

No district officer may be re-elected to the same office for succeeding terms in which a full year has been served, except that the division governors may be re-elected to succeed themselves for one term.



LIEUTENANT GOVERNOR EDUCATION AND TRAINING

As the lieutenant governor education and training, you are responsible for all aspects of education and training within the district. This includes supporting quality club programming efforts, promoting the Distinguished Club Program, and planning and executing the district conference.

Together with the district leadership team, the lieutenant governor education and training participates in district leader training sessions at the International Convention, Mid-year Training, and online via the Toastmasters Learning Connection.

To be lieutenant governor education and training, you must have served at least six consecutive months as club president and at least 12 consecutive months as a lieutenant governor, division governor or area governor. Once you serve as lieutenant governor education and training for a full year, you may not be re-elected to the same office for a succeeding term. See **District Administrative Bylaws**, Article VII: Officers.



LIEUTENANT GOVERNOR EDUCATION AND TRAINING RESPONSIBILITIES

Educational Goals

The lieutenant governor education and training strives to reach the district's educational goals and to gain recognition within the Distinguished District Program.

As lieutenant governor education and training, you promote all members in achieving educational awards.

Training Programs

As lieutenant governor education and training, you plan, organize, and direct the district's training programs.

It is your responsibility to make sure division, area, and club leaders are properly trained to fulfill their roles and responsibilities.

Part of your training program duties involves selecting training coordinators and facilitators to conduct district training programs and supporting them in their efforts.

As your administrative year comes to a close, work closely with the incoming lieutenant governor education and training so that the training programs transition smoothly.

Lieutenant Governor Education and Training Resources

District Leader E-toolkit	www.toastmasters.org/districtleadertoolkit
Speech contests	www.toastmasters.org/speechcontests
<i>Speech Contest Rulebook</i> (Item 1171)	www.toastmasters.org/rulebook
Speech contest frequently asked questions	www.toastmasters.org/speechcontestfaq
The Toastmasters Educational Program	www.toastmasters.org/membereducation
Training club and district leaders	www.toastmasters.org/districttraining
<i>How to Be a Distinguished Club</i> (Item 299)	www.toastmasters.org/299
Toastmasters Learning Connection	www.toastmasters.org/elearning
Policies and Protocol	www.toastmasters.org/policyprotocol

District Executive Committee

The lieutenant governor education and training is the second-ranking member of the district executive committee. In the absence of the district governor, the lieutenant governor education and training presides over the body.

In consultation with and subject to the approval of the district governor, you appoint a district conference chair, training coordinators, and committee chairs to promote educational achievements within clubs.

District Conference

It is the lieutenant governor education and training who is responsible for all aspects of the district conference. You plan, organize, and direct the event.

As lieutenant governor education and training, you supervise the selection of the district conference site.

You are responsible for the educational content presented at the conference.

Speech Contests

As lieutenant governor education and training, you coordinate and supervise the International Speech Contest at the district level.

You are responsible for all district speech contests at the club, area, division, and district levels.

The lieutenant governor education and training facilitates a smooth flow of information at speech contests.



LEUTENANT GOVERNOR MARKETING

As the lieutenant governor marketing, you are responsible for all aspects of marketing, club-building, and member- and club-retention efforts within the district. This includes defining an overall marketing strategy for the district, developing outreach and retention efforts with existing community and corporate clubs, and penetrating new markets. Additionally, the lieutenant governor marketing supports challenged clubs and helps them to become Distinguished clubs.

Together with your district leadership team, you participate in district leader training sessions at the International Convention, Mid-year Training, and online via the Toastmasters Learning Connection.

To be lieutenant governor marketing, you must have served at least six consecutive months as club president and at least 12 consecutive months as a lieutenant governor, division governor or area governor. Once you serve as lieutenant governor marketing for a full year, you may not be re-elected to the same office for a succeeding term. See **District Administrative Bylaws**, Article VII: Officers.



LEUTENANT GOVERNOR MARKETING RESPONSIBILITIES

Marketing Strategy

The lieutenant governor marketing develops a marketing plan in conjunction with district team members. This marketing plan guides the district in meeting all membership and club-growth objectives necessary to achieve Distinguished District recognition.

With the district governor's approval, the lieutenant governor marketing appoints members to chair marketing committees. Once formed, these committees help the lieutenant governor marketing to design, develop, and implement district marketing projects.

Membership and Club Growth

As lieutenant governor marketing, you recruit, train, and supervise a strong club building team; you work closely with the region advisor to meet the district's membership and club-building goals.

In collaboration with and subject to the approval of the district governor, the lieutenant governor marketing appoints committee chairs as necessary to aid in the organization of new clubs in the district.

It is your responsibility, as lieutenant governor marketing, to appoint club sponsors, mentors for new clubs, and club coaches for existing clubs that are struggling. Once appointed, you train and supervise the club sponsors, mentors, and coaches and manage the Club Coach program to help weak clubs earn recognition in the Distinguished Club Program.

Lieutenant Governor Marketing Resources

District Leader E-toolkit	www.toastmasters.org/districtleadertoolkit
Toastmasters marketing resource	www.toastmasters.org/marketingresources
Virtual Brand Portal	www.toastmasters.org/vbp
Membership-building contests	www.toastmasters.org/membershipcontests
New Club Mentor Kit	www.toastmasters.org/newclubmentorkit
Club Coach Program	www.toastmasters.org/clubcoach
Sponsor, mentor, and coach training materials	www.toastmasters.org/sponsormentorcoachtrain
Toastmasters Learning Connection	www.toastmasters.org/elearning
Policies and Protocol	www.toastmasters.org/policyprotocol

Division, Area, and Club Administration

The lieutenant governor marketing monitors division, area, and club administration so forms, reports, lists, and other information are submitted to World Headquarters in a timely manner. This includes club dues renewal reports, club leader lists, and area reports of club visits.

District Executive Committee

The lieutenant governor marketing is the third-ranking member of the district executive committee, presiding over that body and the district council in the absence of the district governor and lieutenant governor education and training.



TREASURER

As the district treasurer, you are tasked with the fiscal oversight and management of the district. The district treasurer works closely with the district governor and lieutenant governors to ensure that the district is making cost-effective decisions—within policy—that result in effective fiscal management.

The district treasurer should have knowledge of accounting and be acquainted with the handling of financial matters.

The district treasurer may be elected or appointed at the will of the district governor, subject to the approval of the district executive committee and confirmation by the district council. You are eligible for re-election or re-appointment for one succeeding term only. The office of secretary and treasurer may be combined. See **District Administrative Bylaws**, Article VII: Officers, (c) Other Officers.



TREASURER RESPONSIBILITIES

Financial Resources Plan

As the district's treasurer, it is your job to develop, plan, and recommend a program for using district financial resources.

This includes assisting the district governor in developing a realistic budget based upon the goals of the district.

As treasurer, you also record, monitor, forecast, and evaluate the district's financial performance.

The treasurer is responsible for the requisition, receipt, and disbursement of district funds.

District Assets

As treasurer, you maintain custody of all district assets including the district banner, gavel, and educational supplies.

Treasurer Resources

District Finance Corner
District financial questions

www.toastmasters.org/districtfinance
[districtfinancialquestions@
toastmasters.org](mailto:districtfinancialquestions@toastmasters.org)

Policies and Protocol

Toastmasters Learning Connection

www.toastmasters.org/policyprotocol
www.toastmasters.org/elearning

Treasurer's Reports

Each month, the treasurer submits a Treasurer's Report to the district governor and lieutenant governors.

As treasurer, you are responsible for submitting Treasurer's Reports to World Headquarters.

The treasurer presents the current Treasurer's Report at each district executive committee meeting and district council meeting.

The treasurer provides the district audit committee with all financial information and records and ensures a mid-year audit and all financial records are submitted to World Headquarters.

District Finance Training

As treasurer, it is important to complete the online District Finance training module provided via the Toastmasters Learning Connection.



PUBLIC RELATIONS OFFICER

As the public relations officer, you are responsible for coordinating publicity efforts in the district. By establishing and maintaining lines of communication between the district and its members, as well as between the district and the public, you work to increase awareness of Toastmasters through all available media.

The public relations officer may be elected or appointed at the will of the district governor, subject to the approval of the district executive committee and confirmation by the district council. You are eligible for re-election or re-appointment for one succeeding term only. See **District Administrative Bylaws**, Article VII: Officers, (c) Other Officers.

▲ PUBLIC RELATIONS OFFICER RESPONSIBILITIES

Communication Program

In order to keep members and non-members aware of the Toastmasters program, the public relations officer prepares a comprehensive communications program.

As public relations officer, you promote leadership and training opportunities within the district.

You encourage attendance at district conferences and other events.

Internal Publicity

In consultation with the district governor, the public relations officer serves as media representative for the district.

You work in cooperation with the district newsletter editor, webmaster, and Speakers' Bureau chair in an effort to achieve public relations goals.

External Publicity

The public relations officer develops publicity for the district by means of the press, television, radio, and Internet, including social media.

As public relations officer, you promote the benefit of Toastmasters membership, which results in more members and clubs.

You submit a publicity plan to the district governor and the district executive committee for approval.

The public relations officer reviews all advertising and publicity material dealing with district programs and activities and recommends the material to the district governor.

Public Relations Officer Resources

Club Leadership Handbook

(Item 1310)

Public Relations (Item 226C)

Virtual Brand Portal

News archives

Policies and Protocol

www.toastmasters.org/1310

www.toastmasters.org/226C

www.toastmasters.org/vbp

[www.toastmasters.org/
MainMenuCategories/InTheNews](http://www.toastmasters.org/MainMenuCategories/InTheNews)

www.toastmasters.org/policyprotocol



SECRETARY

As the district secretary, you are responsible for maintaining the historical records of the district, recording and distributing meeting minutes, and otherwise maintaining accurate, timely records of district business.

The district secretary may be elected or appointed at the will of the district governor, subject to the approval of the district executive committee and confirmation by the district council. You are eligible for re-election or re-appointment for one succeeding term only. The office of secretary and treasurer may be combined. See **District Administrative Bylaws**, Article VII: Officers, (c) Other Officers.

SECRETARY RESPONSIBILITIES

Meeting Minutes

As district secretary, it is your responsibility to record and keep minutes of district executive committee meetings and district council meetings.

Document Custodian

The secretary serves as custodian of the **District Administrative Bylaws** and district procedures, and keeps a permanent history of district accomplishments.

Correspondence

The secretary is responsible for all district correspondence.

As secretary, you help prepare the mailing of announcements for district meetings, copies of minutes, and other district reports to clubs.

Secretary Resources

Club Leadership Handbook

(Item 1310)

www.toastmasters.org/1310

Policies and Protocol

www.toastmasters.org/policyprotocol



DIVISION GOVERNOR

As division governor, your job is to lead and support the division through the supervision and support of the area governors.

One of your primary goals as division governor is to ensure that each club achieves its mission and fulfills its responsibilities to its members.

To achieve this, you coordinate division activities, set division goals, and assist in the training of area and club leaders.

To serve as division governor, you must have served at least six consecutive months a member of a district council. The division governor may be re-elected to one succeeding term. See **District Administrative Bylaws**, Article VII: Officers.



DIVISION GOVERNOR RESPONSIBILITIES

Guidance

As division governor, you provide motivation, guidance, and supervision to area governors to help them fulfill their roles and responsibilities.

This includes contacting area governors at least monthly to discuss progress in the Distinguished Area Program, club visits, and the Distinguished Club Program.

Division Progress

The division governor participates in division governor training provided by the district.

As division governor, you report regularly to the district governor and lieutenant governors on division progress.

Division Governor Resources

Division Governor Kit (Item 1380)	www.toastmasters.org/1380
How to Build a Toastmasters Club (Item 121)	www.toastmasters.org/build
Club Leadership Handbook (Item 1310)	www.toastmasters.org/1310
Distinguished Area & Division Program (Item 1481)	www.toastmasters.org/1481
Distinguished Club Program and Club Success Plan (Item 1111)	www.toastmasters.org/1111
Speech Contest Rulebook (Item 1171)	www.toastmasters.org/1171
Training Club Leaders (Item 217)	www.toastmasters.org/217
Policies and Protocol	www.toastmasters.org/policyprotocol

Division Council

The division governor serves as Division Council chair, holding at least two Division Council meetings each year.

At Division Council meetings, the division discusses each area's and each club's plan, goals, and progress in their Distinguished programs and the need for assistance.

The division governor reviews club leader training plans and achievements at the Division Council meetings.

As division governor, you also discuss plans for division speech contests at Division Council meetings.

Distinguished Programs

As division governor, you are responsible for your division earning Distinguished Division recognition.

It is also your job to assist area governors in earning Distinguished Area recognition and to help clubs earn Distinguished Club recognition.

Speech Contests

The division governor coordinates division speech contests.

You are responsible for area speech contests within your division.



AREA GOVERNOR

As area governor, you serve as the direct liaison between the district and the clubs.

The **District Administrative Bylaws** provides for the selection of area governors either by appointment by the district governor or by election by the area councils. Toastmasters International recommends that district governors appoint area governors.

Area governors conduct club visits twice a year within their respective areas to understand and support club needs. In turn, these visits help district leaders understand how to support and meet the needs of each club. It is important that area governors have the support they need to serve the clubs. The success of the district depends on it.

Area governors are eligible for re-election or re-appointment for one succeeding term only. Ideally, area governors have served as members of a district council. See **District Administrative Bylaws**, Article VII: Officers.

▲ AREA GOVERNOR RESPONSIBILITIES

Guidance

As area governor, you are responsible for leading your area by serving the needs of clubs.

In order to understand clubs' needs, the area governor contacts club presidents monthly to discuss their performance in the Distinguished Club Program.

The area governor also discusses district training and other district events with the area clubs.

As area governor, you follow up on items identified during previous contact with club presidents.

Area Council

The area governor is the Area Council chair and holds at least two Area Council meetings each year.

At Area Council meetings, the area governor discusses each club's plans and goals in the Distinguished Club Program and reviews attendance at club leader training.

Area Governor Resources

Area Governor Kit (Item 1380)	www.toastmasters.org/1380
Effective Club Service and Club Visits (Item 219)	www.toastmasters.org/219
How to Build a Toastmasters Club (Item 121)	www.toastmasters.org/build
Club Leadership Handbook (Item 1310)	www.toastmasters.org/1310
Distinguished Area & Division Program (Item 1481)	www.toastmasters.org/1481
Distinguished Club Program and Club Success Plan (Item 1111)	www.toastmasters.org/1111
Speech Contest Rulebook (Item 1171)	www.toastmasters.org/1171
Training Club Leaders (Item 217)	www.toastmasters.org/217

Club Visits

Make at least two club visits per club per year:

Assess club membership and its leadership's willingness to grow.

Determine who fulfills educational achievements and when these are completed.

Submit the Area Governor's Club Visit Report online.

Area Progress

The area governor participates in area governor training provided by the district.

The area governor reports regularly to the division governor and district leaders on area progress.

If the number of clubs in the area falls to fewer than four or grows beyond six, the area governor contacts district leaders immediately.

Distinguished Programs

It is the area governor's responsibility to achieve Distinguished Area recognition.

It is also the job of the area governor to motivate each club in the area to become a Distinguished Club.



REGION ADVISOR

In a consultant capacity, region advisors help districts expand their marketing capacity and fulfill the district mission. Their objective is to support district leaders' efforts to enhance the quality and performance of its clubs. In doing so, a greater number of people are afforded the opportunity to benefit from the Toastmasters educational program.

The region advisor role is an region-level leader role and not a district-level leadership position. Region advisors help districts fulfill the district mission as measured by the critical success factors of membership, club growth, and educational achievements. The region advisor supports district leaders and helps identify strategies that enable districts to extend the network of clubs and enhance club performance.

Every region is assigned one region advisor.

REGION ADVISOR RESPONSIBILITIES

Marketing Objectives

The region advisor assists district leadership teams in the interpretation and planning of marketing objectives through district performance reports and the **District Success Plan**. This also includes aiding districts' club-building efforts, such as training how to conduct corporate visits.

As region advisor, you must have a thorough understanding of club coach-, sponsor-, and mentor-training materials in order to support districts in the development and training of these positions.

Operations

As region advisor, you support your districts in issues related to district operations.

You work in partnership with district leaders to identify strengths and weaknesses.

District Leader Training

Region advisors conduct district leader training sessions at the International Convention and mid-year training.

Region Advisor Resources

Region advisor information

www.toastmasters.org/ra

Map of Toastmaster regions

[www.toastmasters.org/
NonNavigableDocs/Regions_1](http://www.toastmasters.org/NonNavigableDocs/Regions_1)

Toastmasters Learning Connection

www.toastmasters.org/elearning

DISTINGUISHED PROGRAMS AND OTHER AWARDS

The Distinguished programs are a recognition and management system for districts, divisions, areas, and clubs. Each program year, Toastmasters International recognizes districts, divisions, areas, and clubs in the achievement of distinguished program goals. One of your duties as a district leader is to promote these programs.

POLICIES AND PROTOCOL

Protocol 3.0: Ethics and Conduct, 3. Recognition Program Violations, C
Districts shall not create, administer, or promote any other recognition programs which compete with official Toastmasters International recognition programs.

DISTINGUISHED DISTRICT PROGRAM

The Distinguished District Program helps the district achieve goals in membership growth, club growth, and educational accomplishments and encourages achievement in the Distinguished Club, Area, and Division programs.

Distinguished District Requirements

- **District Success Plan** to World Headquarters by **September 30**
- **Division and Area Governor Training Report** to World Headquarters by **September 30** showing 85 percent of division and area governors trained
- Membership payments increase by at least two percent over the previous year
- Net club growth of at least three percent
- Competent Communicator awards issued are at least three and a half percent of the district's membership dues payments total for the previous year
- Advanced Communicator awards issued are at least one percent of the district's membership dues payments for the previous year

Districts that meet these goals are Distinguished Districts and earn points. Districts that exceed these goals accumulate additional points. The additional accumulation of points is calculated by the percentage of Distinguished Clubs, Distinguished Areas, and Distinguished Divisions and the number of Competent Leader, Advanced Leader, and Distinguished Toastmaster awards achieved in the district.

Based on the total accumulation of points per district at the end of the year, the six districts with the most points are named President's Distinguished Districts. The next six districts are named Select Distinguished.


THE DISTRICT SUCCESS PLAN

To assist districts in the development of their budgetary plans, the **District Success Plan** is completed by the district leadership team at the beginning of each program year. The DSP is an extensive planning tool detailing each aspect of the critical success factors. The plan's matrix must be submitted to World Headquarters by **September 30**.

DIVISION AND AREA TRAINING REPORT

It is the responsibility of the district to see that area governors and division governors are given the appropriate training to make it possible for them to fulfill their duties to the clubs in the most effective manner possible. Your district completes the Division and Area Training Report detailing the areas and divisions trained. Conduct the training programs as early as possible in the Toastmasters year, but no later than **September 30**.

The rewards for districts that earn recognition are as follows:



	Distinguished District	Select Distinguished District	President's Distinguished District
Round-trip airfare (coach) for the district governor to the International Convention			X
Single-room accommodation for the district governor for two nights at the International Convention		X	X
One (base) registration for the district governor to the International Convention	X	X	X
Ticket to the Golden Gavel dinner for the district governor and guest	X	X	X
District plaque	X	X	X
Patch for the district banner	X	X	X
Awards for the lieutenant governors and other certificates to recognize those who contributed to the district's success	X	X	X



EXCELLENCE AWARDS

If a district achieves its Distinguished District goals in training, Competent Communicator awards, and Advanced Communicator awards, then the lieutenant governor education and training receives the Excellence in Education and Training Award.

If a district achieves its Distinguished District goals in club and membership growth, the lieutenant governor marketing receives the Excellence in Marketing Award.

Districts that are Distinguished for three or more consecutive years are recognized with an Excellence in Leadership Award. These awards are presented to recipients at the International Convention.

Distinguished District Program Resources

The Distinguished District Program

(Item 1470)

www.toastmasters.org/1470

Division and Area Training Report

www.toastmasters.org/DivAGTrform

District Success Plan

www.toastmasters.org/dsp

Recognizing district members for performance excellence

www.toastmasters.org/members/officerresources/districtleaderresources/recognition/localrecognition

DISTINGUISHED AREA AND DISTINGUISHED DIVISION PROGRAMS

The Distinguished Area and Distinguished Division programs recognize those areas and divisions that plan, set goals, and achieve success. The programs maximize leadership opportunities and provide tools for becoming successful leaders.

The Distinguished Area and Distinguished Division programs' goals complement the goals districts set as part of the Distinguished District Program.

All Distinguished areas and divisions receive certificates corresponding to their Distinguished level from the district. Your district's role is to promote these programs.

DISTINGUISHED DIVISION PROGRAM

The Distinguished Division Program recognizes divisions for achieving goals as follows:

	Club growth*	Distinguished Areas in division
Distinguished Division	≥ 0	50%
Select Distinguished Division	≥ 0	75%
President's Distinguished Division	≥ 1	75%

*(club base = paid clubs on **June 30**)

DISTINGUISHED AREA PROGRAM

The Distinguished Area Program recognizes areas for achieving goals as follows:

- 75 percent of October dues renewals received at World Headquarters by **November 15**
- 75 percent of April dues renewals received at World Headquarters by **May 15**
- Average Competent Communicator awards earned per club by **June 30**
- Average of 0.5 Advanced Communicator awards earned per club by **June 30**
- 60 percent of clubs are Distinguished

Complete any four of these five for Distinguished Area

- 80 percent of Area Report of Club Visit forms for first-round visits received at World Headquarters by **November 30**
- 80 percent of Area Report of Club Visit forms for second-round visits received at World Headquarters by **May 31**
- 60 percent of clubs have 20 members or more by **June 30**

Complete all eight for Select Distinguished Area

- Net growth of at least one club

Complete all nine for President's Distinguished Area

Distinguished Division And Distinguished Area Resources

Distinguished Area & Division Programs (Item 1481)

www.toastmasters.org/1481

THE DISTINGUISHED CLUB PROGRAM

The Distinguished Club Program consists of 10 goals for clubs to achieve during the program year. World Headquarters tracks clubs' progress toward these goals throughout the year, sending quarterly progress reports to the clubs' presidents.

At year-end, World Headquarters calculates the number of goals the clubs achieved and recognizes them as Distinguished Clubs, Select Distinguished Clubs, or President's Distinguished Clubs based on the number of goals achieved and the number of members they have.

Clubs with at least 20 members or with a net growth of at least five new members on **June 30**, which also do the following, are eligible for Toastmasters International recognition at year-end:

Achieve	Recognition earned
Five of 10 goals	Distinguished Club
Seven of 10 goals	Select Distinguished Club
Nine of 10 goals	President's Distinguished Club

Following are the goals a club should strive to achieve during the year:

1. Two Competent Communicator awards	CC CC
2. Two more Competent Communicator awards	CC CC
3. One Advanced Communicator award	AC
4. One more Advanced Communicator award	AC
5. One Competent Leader, Advanced Leader Bronze, Advanced Leader Silver or Distinguished Toastmaster award	CL ALB ALS or DTM
6. One more Competent Leader, Advanced Leader Bronze, Advanced Leader Silver or Distinguished Toastmaster award	CL ALB ALS or DTM
7. Four new members	
8. Four more new members	
9. Minimum of four club leaders trained during each of two training periods	
10. One club membership dues renewal report and one club leader list submitted on time	

Recognition reports are updated weekly on the Toastmasters website. Encourage clubs to visit www.toastmasters.org/dcp to see their progress. Help them understand the reports so they can take advantage of this information.

QUARTERLY DCP REPORTS

In October, January, and April, the club president receives a progress report from World Headquarters. The report shows the club's membership base, current membership, and progress toward the 10 goals. Following the **June 30** close date, and after all the data received has been processed, the club president is sent a final, year-end report showing how the club did and any recognition it earned.

Read the ***Distinguished Club Program and Club Success Plan*** (Item 1111) brochure for rules, recognition levels, and additional information. Included in the brochure is a simple planning tool called the **Club Success Plan** (Item 1111), designed to help clubs succeed in the Distinguished Club Program. The plan outlines the criteria on which a club must focus and includes strategies and resources clubs can use to achieve goals. It has space to write assignments, develop a timetable, and track accomplishments.

Urge clubs in your area to achieve the goals necessary for becoming Distinguished Clubs. Assist them in developing a **Club Success Plan** (Item 1111). Encouraging clubs to become Distinguished Clubs supports your areas' efforts to become Distinguished.

If the club earns recognition as a Distinguished, Select Distinguished, or President's Distinguished Club, World Headquarters sends the president a ribbon for display on the club banner and a congratulatory letter. The ribbon and letter are included with the year-end report.

Distinguished Club Program Resources

Distinguished Club Program and Club Success Plan (Item 1111)

www.toastmasters.org/1111

RECOGNITION OUTSIDE THE DISTINGUISHED PROGRAMS

Districts may choose to recognize district leaders for Toastmasters accomplishments outside of the Distinguished program. However, because recognition programs that conflict with Toastmasters' recognition programs are not permitted, districts are discouraged from creating their own programs.

Recognition Resources

Plaques, certificates, and related information

www.toastmasters.org/shop

DIVISION GOVERNOR OF THE YEAR

The Division Governor of the Year award is granted to the division governor with the most outstanding performance in membership building and retention, club extension, education and training, leadership, and other areas critical to district success.

AREA GOVERNOR OF THE YEAR

The Area Governor of the Year award is granted to the area governor who makes the most outstanding contributions to district goal achievement.

DISTRICT OUTSTANDING TOASTMASTER OF THE YEAR

This recognition is typically awarded to a Toastmaster who is not a district leader, but who makes a significant contribution to the goals and mission of the district.

LEADERSHIP TRAINING



Providing effective training and leadership opportunities for club and district leaders is one of the most critical parts of the district mission. Without properly trained leaders, clubs and districts cannot effectively meet members' needs or introduce the benefits of Toastmasters to others. Use all district meetings and events as training opportunities.

POLICIES AND PROTOCOL

Protocol 7.1: District Events, 3. Club Leader Training, E-F

E. Districts only conduct training sessions focused on the training of club or district leaders and the achievement of the club or district mission.

F. Districts do not compete with for-profit enterprises that deliver training programs. District-sponsored training is available only to members and their guests. These events are not open to the general public nor used as fundraising events.

Training for the district governor and lieutenant governors is not the responsibility of the lieutenant governor education and training; these leaders are trained by World Headquarters staff and the region advisors at the International Convention and at Mid-year Training.

Include training for all district leaders in the district's training schedule. As part of district and club leader training, districts may include educational sessions on communication and leadership for all members. However, district funds may not be used to subsidize separate sessions for non-officers. See **Policies and Protocol**, Protocol 7.1: District Events, 3. Club Leader Training, C.



COLLABORATION

At the initial district leader training in June, both the outgoing and incoming lieutenant governors education and training are present. The event should be collaboration between the two lieutenant governors education and training. The incoming lieutenant governor education and training focuses on learning from the outgoing leader. This is a good opportunity for the incoming and outgoing district teams to work together to ensure a smooth transition. The outgoing lieutenant governor education and training leads the event, while the incoming lieutenant governor can use the opportunity to build rapport with the incoming team.

EDUCATION AND TRAINING COMMITTEE

The district may have an education and training committee help it achieve its goals. This group works with the lieutenant governor education and training. It helps to train district and club leaders and to achieve the district's Competent Communicator and Advanced Communicator goals.

Training Program Goals

- Apply the concepts of effective leadership.
- Give participants a practical understanding of their roles and responsibilities as district or club leaders.
- Provide the tools to achieve Distinguished Club, Distinguished Area, Distinguished Division, and Distinguished District status.
- Encourage planning and growth.
- Motivate participants to function together as a team.
- Encourage participants to read, review, and use the handbooks, manuals, and other materials important to achieving success as a district or club leader.
- Answer questions and stimulate discussion.
- Give leaders a firm foundation for their term of office.

RECOGNITION

Your district is encouraged to recognize individuals for participation in or completion of training. However, your district may not create any educational awards, including degrees or diplomas, nor may it create awards or programs that certify individuals.

PREPARATION

PROGRAMS

Use Toastmasters International training programs. Determine the needs of your training participants based on district goals for clubs, membership, Competent Communicator awards, and Advanced Communicator awards. Then analyze your district's past performance, strengths, and weaknesses. Develop a training program outline that incorporates the materials available on the Toastmasters International website at www.toastmasters.org/districttraining.

PRESENTERS AND SESSION LEADERS

Select presenters carefully. Choose the best possible trainers, educators, and motivators in the district. Notify presenters well in advance of the training sessions, and involve them in the planning process. Keep presenters current on progress, and provide them with materials ahead of time.

Prepare session leaders. Being a good session leader requires the same dedication that it takes to give a good speech. Experienced district leaders make some of the best trainers. Mastery of the session content is important for establishing credibility and making the learning experience relevant to participants. Seasoned Toastmasters are some of the most knowledgeable "educators" when it comes to leadership training. Look for highly motivated people interested in training.

Ask session leaders to review the *Success/Leadership Series From Speaker to Trainer* (Item 257). It is an excellent resource for presenters at leader training sessions. Use it during the preparation of all district training events.

TRAINING TIPS

- Select presenters carefully.
- Use Toastmasters training programs.
- Keep training sessions focused.
- Begin and end on time.
- Make appropriate physical arrangements.
- Promote.
- Prepare session leaders.
- Get feedback.

CHARACTERISTICS OF SESSION LEADERS

- Knowledge of the subject
- Knowledge of teaching
- Desire and interest in training

TRAINING ARRANGEMENTS

- Order supplies from World Headquarters and elsewhere at least eight weeks in advance.
- Print programs, hand-outs, and visual aids.
- Coordinate set-up of tables, seating, and audio-visual equipment.

ENCOURAGE FEEDBACK

- Did the content meet the needs of participants?
- Was the material useful?
- Was the presenter knowledgeable and well prepared?
- How can training be improved?
- What other topics should be covered?

SESSIONS

Keep training sessions focused, but have some flexibility in order to meet the needs of each particular group of trainees.

Pay close attention to the training session schedule, and follow it so training starts and ends on time. When planning, allow time for discussion of important topics and exercises that allow participants to practice new skills. Leave enough time to address questions.

Training does not end when the session ends. Encourage participants to contact session leaders or district leaders if issues arise that cannot be adequately addressed during a training session. Urge participants to review appropriate handbooks and materials. The answers to most questions can be found in these valuable resources.

ARRANGEMENTS

Make adequate arrangements. Select a date that does not conflict with important local events or holidays. Select and secure a location that provides a suitable training environment. Allow adequate time to complete your training agenda.

PROMOTION

Promote, promote, promote! Promote early and often. Market club-leader and district-leader training to encourage maximum attendance and participation at these sessions. Use all available media (website, newsletter, fliers, telephone calls, etc.) to invite and urge leaders to attend training sessions. Emphasize the benefits of the training session for the individual. Such benefits include leadership development, skill building, and personal growth.

FEEDBACK

Get feedback. Feedback is critical to the success of trainees and the success of future training sessions. During each session, ask for feedback from participants to find out if they understand the material and if it is relevant to them.

Provide follow-up support during the year. Hold formal or informal review sessions at district conferences, executive committee meetings, division council meetings, area council meetings, and other events.



TRAINING DIVISION AND AREA GOVERNORS

Hold initial division governor and area governor training before the district year begins, as soon as division and area governors are elected or appointed to office. If this is not possible, hold initial training early in the district year, but no later than **September 30**.

Initial area governor and division governor training must be a minimum of four hours. Train the governors together in a central location. Geographically large districts may train area governors by division or group divisions together. One-to-one training should rarely occur.

As part of the Distinguished District Program, at least 85 percent of the district's area and division governors must be trained, and a **Division and Area Governor Training Report**, available on the Toastmasters website, must be submitted to World Headquarters by **September 30**.

Resources for Training Division and Area Governors

Training materials	www.toastmasters.org/trainingmaterials
<i>Achieve Success Standards</i> (Item 218A)	www.toastmasters.org/218A
<i>Maintaining Strong Clubs</i> (Item 218B)	www.toastmasters.org/218B
<i>Build New Clubs</i> (Item 218C)	www.toastmasters.org/218C
<i>Build a Successful Team</i> (Item 218D)	www.toastmasters.org/218D
<i>Conducting Quality Contests</i> (Item 218E)	www.toastmasters.org/218E

TRAINING CLUB LEADERS



One of the area governor's responsibilities is to ensure club leaders in the area have access to training sessions conducted by the district that equips them to succeed during their terms of office. Club leaders are elected either annually or semiannually. Schedule club leadership training programs to accommodate these election schedules.

Districts train club leaders twice yearly: in June, July, or August and in December, January, or February. For clubs that elect annually, the second training gives club leaders the opportunity to discuss problems and get advice from district leaders. It is also a chance to network with leaders of other clubs. For clubs electing semiannually, this training allows new leaders to learn their roles and responsibilities and meet district leaders. See **Policies and Protocol**, Protocol 7.1: District Events, 3. Club Leader Training, A.

The way the training program is organized and administered varies from district to district. With your district leaders, determine what plans have been made for club leader training. In some districts it is conducted on a division level, coordinated by the division governor, and assisted by the area governors of that division. In other districts, the entire program is the responsibility of the area governor. Whichever the case, encourage club leader participation in these programs.

Club leaders must be trained by authorized district representatives in a live training session. While audiovisual aids may be used to enhance training, they may not be the sole method of training. For example, club leaders who simply view a video that describes their responsibilities are not considered trained, even if a district leader provides the video.

POLICIES AND PROTOCOL

Protocol 7.1: District Events > 3. Club Leader Training > B

The Toastmasters Leadership Institute is the recommended method of club officer training. If the district chooses this format, it must conform to the guidelines published by Toastmasters International. The terms "university" and "college" shall not be used.

It is the responsibility of the district leaders to report, using the online system, which club leaders attend training to ensure that the club receives Distinguished Club credit.

In order for clubs to receive credit, districts must record the training information online at the Toastmasters website by **November 30** for the June-through-August training period and by **May 31** for the December-through-February training period. Corrections and deletions may be made by email to membership@toastmasters.org by these deadlines.

Resources for Training Club Leaders

<i>Club Leadership: Achieving Success as a Club Officer</i> (Item 1311A)	www.toastmasters.org/cotmaterial
<i>Attracting New Members to Your Club</i> (Item 1311B)	www.toastmasters.org/1311B
<i>Charting a Course for Club Success</i> (Item 1311C)	www.toastmasters.org/1311C
<i>Motivating Achievement</i> (Item 1311D)	www.toastmasters.org/1311D
<i>Training Club Leaders</i> (Item 217)	www.toastmasters.org/217

TOASTMASTERS EDUCATIONAL PROGRAM

As lieutenant governor education and training, one of your primary concerns is to maintain the integrity of the Toastmasters educational program in all clubs in the district. In order to do this, you must gain expertise in all aspects of the program, and thoroughly understand how all components of the program work together to help members develop their communication and leadership skills in a friendly environment.

MANUAL SPEECHES

All speeches that members present in their clubs should be from the projects in the Toastmasters educational manuals. Because each speech project builds on the skills used in previous projects, members must complete projects in consecutive order.

SPECIAL MEETINGS FOR PREPARED SPEECHES

To allow the most speaking opportunities for members, clubs should meet weekly. If a club has a large number of members and has difficulty accommodating all those who want to speak at meetings, the club may occasionally conduct a special meeting devoted entirely to prepared speeches. The only reason such meetings may be held is to help individual members improve speaking skills, and they may be organized only by a club, not by an area, division, or district.

MEETING ROLES

As described in *Competent Leadership* (Item 265), participation in club meeting roles helps members develop their leadership skills while simultaneously conducting regular club business. Encourage members to bring their *Competent Leadership* (Item 265) manuals to all club meetings so they can receive credit toward their Competent Leader award each time they participate in a meeting role.

CLUB LEADERSHIP

Encourage members to become club leaders. Serving as a club leader offers practical experience in planning, training, motivating, and managing that is relevant both personally and professionally.

Club Leadership Resources

Toastmasters Educational Program www.toastmasters.org/membereducation
Competent Leadership (Item 265) www.toastmasters.org/265

REQUIREMENTS OF SPECIAL MEETINGS FOR PREPARED SPEECHES

- Each speech is carefully prepared to allow the speaker to focus on the objective of the project.
- All speeches are evaluated both in writing and verbally.
- Each Toastmaster is limited to one speech at any meeting for credit toward any Competent Communicator or Advanced Communicator award.

FINANCIAL STRUCTURE AND PROCESS

All district funds, regardless of their source, are Toastmasters International funds. These funds are to be used to carry out the mission of Toastmasters International and the mission of the district. Districts must use these funds to benefit the Toastmasters members within the district, and promote education, growth, and development of membership and new clubs.

BYLAWS OF TOASTMASTERS INTERNATIONAL

Article XII: Districts, Section 2: How Financed

District expenses shall be paid, subject to the approval of the Board of Directors, out of Toastmasters International funds authorized by the Board for district activities and operations in accordance with district expense policies and procedures adopted by the Board. No district, area, or division officer shall receive a salary or other compensation, but may receive reimbursement for travel and other expenses incurred on behalf of Toastmasters International, as set forth in the district expense policies and procedures.



FIDUCIARY RESPONSIBILITY

As the district governor, you have fiduciary responsibility and are directly responsible for ensuring that the district is appropriately managing the funds that support its mission. The district treasurer supports you in this endeavor by providing monthly Treasurer's Reports and a variety of other resources to help you understand and control how the district funds are being used. It is important that the district governor, lieutenant governors, and district treasurer work together on finance and budgeting within the district.

Toastmasters **Policies and Protocol** regulate standards at all levels of the organization. Legal ramifications result if fraudulent, deceptive, and falsifying activity transpires regarding financial management.

THE DISTRICT RESERVE ACCOUNT

The portion of membership dues allotted to the district is held in an account maintained by World Headquarters called the District Reserve Account.

Fiduciary Responsibility Resources

Policies and Protocol

www.toastmasters.org/policyprotocol



REVENUE

Districts receive 25 percent of every dues dollar World Headquarters receives from clubs within the district.

The district receives a monthly statement detailing the 25 percent allotment and any disbursements for orders and funds requisitioned. The district governor and treasurer can requisition these funds throughout the year, provided the district first meets certain reporting requirements.

FUNDRAISING

Fundraising is a source of revenue districts can use to offset costs for educational sessions and to further the purpose of Toastmasters International. Revenue derived

from fundraising can be used for the training of club and district leaders, for seminars or clinics connected with the Toastmasters education program, for the purchase of supplies and educational program materials, and to defer the cost of speakers at major events.

Fundraising Activities

Toastmasters International is an educational organization and not a service club whose main focus is to raise funds for community or charitable causes. It is important that fundraising activities be conducted within the guidelines below and not occur on a continuing basis. To do so would jeopardize the organization's tax status. This could lead to a substantial increase to membership dues.

POLICIES AND PROTOCOL

Protocol 8.2: Fundraising, 1–2

1. Guidelines

- A. Clubs, areas, divisions, and districts may conduct fundraising activities to offset the costs of educational sessions and to further the purpose of Toastmasters International, provided certain guidelines are met, including the following:
- B. The product or service rendered is donated or voluntary.
- C. No individual member profits financially from the activity.
- D. The profits are used to further Toastmasters International's tax-exempt purpose.
- E. At least one-third of the club's total support is from member dues.
- F. Fundraising is conducted on an infrequent and irregular basis.
- G. The fundraising activity is legal in the club's or district's city, state, province, or country.
- H. All revenue and residual funds raised in connection with a district event or activity (such as a contest, conference or training) sponsored by a club, area or division, belong to the district. If the event or activity results in a loss, it is assumed by the district.

2. Fundraising Activities

- A. It is acceptable to conduct Speechcraft, the Success/Communication Series, the Success/Leadership Series, The Better Speaker Series, The Successful Club Series, and the Leadership Excellence Series, and charge participants a fee that is reasonable and used to buy program materials.
- B. Raffles, auctions, or sales of donated goods may be held at a club, area, division, or district event.
- C. It is acceptable to pursue advertisements or sponsorship for club and district newsletters, websites, conference programs, and events, the revenue from which is used to offset production costs.
- D. Entertainment books or diner's books may be sold.
- E. The Toastmasters name may not be used in connection with non-educational events.
- F. Other than entertainment or diner's books, items may not be bought and resold.

- G. Funds may not be raised for social events, for other charitable causes; for setting up a fund, such as a scholarship or educational fund; nor to support a campaign for a candidate at any level inside or outside the organization.
- H. Competitive events not directly related to the Toastmasters purpose, such as golf tournaments or walkathons, may not be organized or participated in.
- I. Any event that has a high degree of risk, including risk of injury, is prohibited.

RALPH C. SMEDLEY MEMORIAL FUND

This fund was established to accept contributions from both Toastmasters and non-Toastmasters. The funds are used solely for educational purposes. Contributions are tax-deductible, financially beneficial, and provide a vehicle for planned giving.

POLICIES AND PROTOCOL

Policy 8.5: Smedley Fund, 1

The Ralph C. Smedley Memorial Fund (Smedley Fund), which is a part of Toastmasters International, is the sole repository for charitable contributions to the organization.

Smedley Fund Resources

Questions about the Smedley Fund

RalphCSmedleyMemorialFund
@toastmasters.org

A THREE-STEP PROCESS

1. Calculate non-membership revenue for the upcoming year
2. Set funding priorities based upon district goals
3. Allocate funds according to priorities

THE DISTRICT FINANCE CORNER

The District Finance Corner on the Toastmasters International website guides the district step by step in creating the district budget. All the necessary forms and spreadsheets are located on the District Finance Corner pages.

BUDGETING

The funds allotted to your district must be used for the benefit of the district and its mission. To help it use the funds appropriately, the district prepares a budget at the beginning of the year that describes how the funds are allocated. The budget estimates the income available and the expected expenditures for the district year.

In the District Finance Corner on the Toastmasters website are the tools necessary for completing the district budget. Estimate your district's non-membership revenue for the year. World Headquarters will provide your district with its estimated membership revenue. Take into consideration all district events expected to generate funds. Keep estimates realistic and conservative.

Districts often budget for the same activities that were funded the previous year. This is not always wise. Review your district's priorities every year. Keep the focus on funding activities that help the district become Distinguished.

Once your goals and priorities are defined, put district financial resources behind those priorities. Refrain from allocating a lump sum of money to divisions, areas, and so on. Financially back specific activities that result in membership growth and retention, new clubs, and educational achievements. Remember that division and area accounts are district accounts. As such, they must be reviewed by the district and included in detail on the Treasurer's Reports.

To guide your district as it prepares a budget, the Toastmasters International Board of Directors prepared the following prioritized list of items for which district funds may be used:

POLICIES AND PROTOCOL

Protocol 8.4: District Fiscal Management, 1. District Funds, A

In order of priority, district funds are used for district and club leader training, club growth and retention, supporting clubs in their membership growth efforts, the promotion of Toastmasters International educational programs within clubs, district communications, administrative materials, awards and recognition items, district leader travel, district meetings, and speech contests conducted by the district.

When preparing a budget and allocating funds, treat the first item on this list as the most important when compared to the others. Then, consider the second item on the list for funding before the remaining items and so on. This does not mean that items at the beginning of the list should receive more funds than items at the end of the list. Instead, strive to provide sufficient funds for higher-priority items. If financial resources are limited, give items at the beginning of the list top priority for full funding compared to the remaining items. For example, your district may not need to spend as much money on training when compared to district communications. However, if you must cut expenditures due to limited funding, then it is appropriate to fund training fully and decrease the amount spent on district newsletters and other items of lower priority.

POLICIES AND PROTOCOL

Protocol 8.4: District Fiscal Management, 5. District Budget, G

District budget expenses shall be limited as follows:

CATEGORY	LIMIT
Membership and club extension	no budget limit
Communication and public relations	maximum 25 percent of total budget
Officer training	maximum 30 percent of total budget
Speech contests and awards	maximum 10 percent of total budget
Administration	maximum 20 percent of total budget
Travel	maximum 30 percent of total budget
Other	maximum 10 percent of total budget

The sum total of all categories cannot exceed 100 percent. The district must determine appropriate percentages for each category, and cannot exceed the maximum percentages noted above.

As you prepare the budget, remember that district funds may never be used for the payment of charter fees or club dues.

POLICIES AND PROTOCOL

Policy 8.0: Dues and Fees, 9

Club charter fees and membership dues are paid by that club or an appropriate sponsoring agency, company, or group and not from another club's funds, district funds, or a district leader's personal funds, except when that district leader is also a president, vice-president, or treasurer of that club.

BUDGET APPROVAL PROCESS

The budget must be approved by World Headquarters and subsequently by the district council during its first meeting of the district year, which is held in October or November.

The district executive committee reviews the budget carefully to ensure that it meets the requirements described above. Once the committee is confident that the budget meets policy, it sends the budget to World Headquarters by **September 30**. Be sure to submit the budget on the form provided by World Headquarters. A complete budget includes narratives and appropriate signatures.

World Headquarters reviews the budget to make sure it conforms to policy. If the budget is not in compliance, World Headquarters contacts the district with instructions to modify it.

The council members then vote to approve the budget during the district council meeting. If the council does not approve the budget, the district executive committee reconvenes to change it. If the changes are minor, the chair of the district council may poll the district executive committee during the district council meeting to see if the committee could quickly revise the budget before the council adjourns. If the changes are not minor or the district executive committee does not agree to them, the district executive committee must meet again later to work out an acceptable budget.

The committee then presents this second, amended budget to the district council, which votes on it by email. Budget amendments must be sent to World Headquarters within 30 days after the council approves them.

Remember, the budget is an estimate, and occasionally the district may find that it did not allocate enough funds for a particular category or allocated too much. Once approved by the district council, budgets cannot be changed, but the district can explain reasonable budget variances in its reports to the council via narratives.

Budgeting Resources

District Finance Corner
Budgeting questions

www.toastmasters.org/financecorner
[districtfinancialquestions@
toastmasters.org](mailto:districtfinancialquestions@toastmasters.org)

Policies and Protocol

www.toastmasters.org/policyprotocol

USING THE DISTRICT BUDGET



DISTRICT FINANCIAL CONTROLS

Because district funds (including area and division funds) are Toastmasters International funds, your district must apply financial controls to ensure proper stewardship of these funds. For example, The estimated district budget must be signed by the district governor, lieutenant governors, and treasurer. District checks must be signed by the district governor and treasurer. Checks made payable to the district governor or treasurer must be signed or approved in advance in writing by a lieutenant governor. See **Policies and Protocol**, Protocol 8.4: District Financial Management, 4. Financial Controls, A–B.

Approvals

All expense reimbursement claims must be approved by the district governor or, in the case that the claim is the district governor's, approval must come from a lieutenant governor. Any expenditure greater than \$500 must be authorized in advance and in writing by the district governor and at least one lieutenant governor, in consultation with the district treasurer.



Receipts

Receipts are required for all reimbursements. If no receipt is included, a detailed explanation of the expenditure is required to be considered for reimbursement. See **Policies and Protocol**, Protocol 8.4: District Financial Management, 4. Financial Controls.

Cash Advances and Salaries

All expenses are paid only on a reimbursement basis. At no time is it acceptable to provide a cash advance. District leaders may not receive a salary or any other compensation except a return for expenses incurred for the benefit of the organization and only to the extent provided for in the district budget. See **District Administrative Bylaws**, Article VII: Officers, (h) Compensation.

Treasurers' Reports

Treasurers provide monthly reports showing variances with explanations to the district governor and lieutenant governors within 30 days of the end of the month. The Treasurer's Reports also must be provided at each district executive committee and district council meeting. See **Policies and Protocol**, Policy 8.4: District Fiscal Management, 4, B–C.



Bank Signatories

The district governor, at least one lieutenant governor, and treasurer have signatory authority on all accounts established by the district, including division and area accounts. See **Policies and Protocol**, Policy 8.4: District Fiscal Management, 3.

POLICIES AND PROTOCOL

Policy 11.4: Board of Directors Committees, 1. Executive Committee, G

All signatories on Toastmasters International's corporate bank accounts, including those located in the various districts, must be approved by the Executive Committee.

- I. At an Executive Committee meeting, or by unanimous written consent, the committee reviews and approves a list showing, for each account, the district involved, the name and location of the financial institution, and the names of the persons to be added or removed as signatories since the prior committee meeting.
- II. If necessary, the International President approves the addition or removal of bank signatories between Executive Committee meetings, subject to ratification by the committee at its subsequent meeting.
- III. Replacement of a previously approved signatory is not effective until the replacement is approved by the International President, whose approval is subject to ratification by the Executive Committee.

DISTRICT RESERVE ACCOUNT STATEMENTS

- The balance at the beginning of the month
- Credits to the district's account allocated from membership payments made by clubs
- Charges deducted from the account for funds requisitioned by the district during the month
- Charges deducted for purchases charged by the district
- The balance at the end of the month

▲▲ ACCOUNT STATEMENTS FROM WORLD HEADQUARTERS

Each month World Headquarters sends the treasurer and district governor a District Reserve Account statement showing available funds held by World Headquarters for the district's use.

▲▲ REQUISITIONING FUNDS

Your district may withdraw funds and place district orders from its reserve account throughout the year provided the district is in good standing with the reporting requirements. As long as the district has submitted each reporting requirement and is up to date on all reporting requirements at the time of the requisition request, the district may access funds or place orders.

Following is a list of all required reports and their due dates:

Item	Date
District Success Plan	September 30
Division and Area Governor Training Report	September 30
District leader list	July 15
District signature form	July 15
District calendar	July 15
Changes in division and area alignment	July 15
Year-end audit report and related district reports (from preceding administrative year)	August 31
District budget	September 30
First quarter Treasurer's Report	October 31 (July 1 through September 30)
Mid-year audit report and related financial records	February 15 (July 1 through December 31)
Third quarter Treasurer's Report	April 30 (July 1 through March 31)

POLICIES AND PROTOCOL

Protocol 8.4: District Fiscal Management, 3. District Reserve Account, B

District reserve accounts are only available for funds requisitions or supply orders when the following requirements have been fulfilled:

- I. A list of all elected and appointed district leaders, the district signature form for withdrawal of district funds, a calendar of district events for the year, and changes in club assignments to areas and divisions are received at World Headquarters by **July 15**.
- II. The year-end audit for the preceding district year and financial records for January 1 through June 30 are received at World Headquarters by **August 31**.
- III. District budget is received at World Headquarters by **September 30**.
- IV. Treasurer's Report for the period of July 1 through September 30 is received at World Headquarters by **October 31**.
- V. The mid-year audit and financial records for the period of July 1 through December 31 are received at World Headquarters by **February 15**.
- VI. The Treasurer's Report for the period of July 1 through March 31 is received at World Headquarters by **April 30**.

Withdrawals from the district reserve must be made on the standard requisition form available in the District Finance Corner on the Toastmasters website. Both the district governor and treasurer must sign the form. World Headquarters cannot honor district requisitions for amounts in excess of or inconsistent with the budget submitted, or for amounts that exceed the total in the reserve account.

Submit requisitions at 30- to 60-day intervals to cover expenses incurred or estimated needs for the near future, and allow two weeks for processing and receipt of the funds. Checks are made payable to the district and sent to the district governor. World Headquarters can send funds via wire transfer upon request. There is a \$25 charge for this service.

POLICIES AND PROTOCOL

Protocol 8.4: District Fiscal Management, 3. District Reserve Account, A
During the final months of the program year, the district reserve account balance shall remain equal to or greater than 25% of that district's membership dues income for the prior year.

Maintaining at least 25 percent of the district's membership dues income toward the end of the year ensures the incoming team has funds necessary to carry out its duties. World Headquarters limits withdrawals as year-end approaches, so that on **June 30** this amount is in the District Reserve Account.

Charging Purchases to the District Account

The district governor must approve all orders for supplies and materials to be charged to the District Reserve Account at World Headquarters. The district governor may place orders through District Central on the Toastmaster website. Orders submitted without the district governor's written approval and telephone orders from other district leaders cannot be charged to the district account. Also, if district reporting requirements are not met, district orders will not be processed.

Resources for Using the District Budget

Library of forms	www.toastmasters.org/formlibrary
District Finance Corner	www.toastmasters.org/financecorner
Questions about placing online supply orders	supplyorders@toastmasters.org
Policies and Protocol	www.toastmasters.org/policyprotocol

CONFLICTS OF INTEREST

Occasionally, a district may encounter a conflict of interest. For instance, the district may consider obtaining goods or services from a district leader or from a company with which the district leader or district leader's relative is affiliated. Sometimes this can be beneficial to the district; in other cases, the transaction can appear improper.

POLICIES AND PROTOCOL

Policy 7.2: District Management, 2. District Conflict of Interest, C–J

- C. A potential conflict of interest occurs if a district contemplates a material financial transaction between the district and a district officer, or between the district and a person or company with which a district officer is affiliated.
 - I. A material financial transaction is defined as a total of more than \$100, or equivalent, within the district’s annual budget year.
 - II. A person is considered affiliated if the district officer is related to the person by blood, adoption, or marriage.
 - III. A company is considered affiliated if the district officer (or a relative of the district officer) is a director, officer, employee, or agent of the company or owns one percent or more of the value of the company.
- D. A district officer involved in such a transaction must abstain from voting or participating in any district decision regarding that transaction. Such district officer may only present the proposed transaction to the district and respond to questions.
- E. The district may engage in such a transaction if each district officer involved discloses to the district executive committee, prior to the transaction, all relevant facts concerning the transaction including the district officer’s affiliation with the parties involved in the transaction.
- F. The district executive committee reviews the relevant facts.
- G. The transaction is approved only if a majority of the district executive committee concludes that the proposed transaction is fair and reasonable; for the purpose and benefit of the district; not for the excess benefit of the district officer involved nor for the benefit of the person or company affiliated with the district officer; and the most beneficial arrangement that the district could obtain under the circumstances with reasonable effort.
- H. The district council may approve the transaction instead of the district executive committee, following the same procedure.
 - I. The minutes of a meeting at which such a transaction is considered records the matters discussed and the voting results.
- J. Certain transactions shall not be approved, including the lending of the district’s money, the guarantee or extension of the district’s credit, and funds for the personal use or benefit of the recipient.

DIVISION ACCOUNTS

If authorized by the district and included as part of the district budget and Treasurer’s Reports, a division may be allocated funds and have its own division budget. Although a division may have its own budget, the district governor must supervise the account activities and include them in the monthly Treasurer’s Reports submitted to World Headquarters.

The division treasurer must provide monthly division Treasurer’s Reports, showing variances with explanations, to the district governor and lieutenant governors within 30 days of the end of the month. The district treasurer must include these division activities on the district Treasurer’s Reports.

Because the funds in division bank accounts are district and Toastmasters International funds, these accounts must have the district governor, district treasurer, and at least one lieutenant governor and division leader as signatories.

All division account activities are subject to the same policies as district account activities.

TRAVEL REIMBURSEMENT



Any travel reimbursement for district leaders must be included in the district budget and approved by the district council. In the event a district leader moves out of the geographic boundaries of the district from which he or she was elected, reimbursement must be based on either the residence of the leader at the time of election or the leader's current residence, whichever is less.

If included as part of the district budget and approved by the district council, a district may reimburse registration and lodging expenses for travel outside the district as follows:

	Mid-year Training	International Convention (If not provided by World Headquarters)
District governor	x	x
Lieutenant governor education and training	x	x
Lieutenant governor marketing	x	x
Immediate past district governor		x

Travel expense may include round-trip transportation between home and the event location. Travel expense excludes car rentals, gasoline, incidentals, and meals. Registration may include registration and any ticketed events that are part of the conference or convention. Lodging may include only the cost of a hotel guestroom and related taxes; it excludes personal telephone or other incidental expenses.

DISTRICT ASSETS

Districts may only own or rent assets necessary to facilitate the Toastmasters program. District assets are the property of Toastmasters International. See **District Administrative Bylaws**, Article III, (b).

Each district and club must maintain a written list of its assets and a written procedure to account for and smoothly transfer the assets to the next administration.

Following are examples of acceptable and unacceptable district assets:

Acceptable District Assets	Unacceptable District Assets
Bank accounts	Motor vehicles
Electronic equipment	Office space
Office supplies	Real property
Lecterns	Furniture
Banners	Telephones
Timing lights	
Audiovisual equipment	
Educational materials	

See **Policies and Protocol**, Protocol 8.1: Club and District Assets.



AUDITS

The district's financial transactions are reviewed twice during the year and account for all district revenue and expenses. All district bank accounts and funds must be included in the district budget and audits, including any accounts held at the division and area level. All outstanding liabilities and obligations must be recorded as part of the midyear and year-end audits.

AUDIT COMMITTEE

The audit committee is appointed by the district governor and is composed of at least three Toastmasters members who are not members of the district executive committee. The purpose of the audit committee is to confirm that district funds were spent appropriately.

DISTRICT ADMINISTRATIVE BYLAWS

Article XI: Committees, (c) Audit Committee

Each year the district governor shall appoint an audit committee consisting of at least three individual members who are not members of the district executive committee. The reports of this committee shall contain information in the format required by Toastmasters International. The committee shall submit an interim mid-year audit report no later than **February 15**. The committee shall then complete a year-end audit report for the fiscal year ending June 30. The outgoing and incoming district governors are jointly responsible for submitting this report to the member clubs and to World Headquarters by **August 31**.

Following is a timeline with audit due dates:

Between July 1 and November 1	The district governor appoints a district audit committee for the mid-year audit.
Between January 1 and February 15	The treasurer provides the mid-year Treasurer's Report for the period of July 1 through December 31 to the district audit committee, which presents the report to the district executive committee for approval.
February 15	Once approved, the audit committee or treasurer submits the mid-year audit report and financial records to World Headquarters.
Between March 1 and June 1	At the district council meeting, the district executive committee presents the mid-year audit.
Between July 1 and August 31	The treasurer provides the year-end Treasurer's Report for the period of July 1 to June 30 to the district audit committee, which presents the report to the district executive committee for approval.
August 31	Once approved, the audit committee or treasurer submits the year-end audit report and financial records to World Headquarters.
Between August 1 and December 1	At the district council meeting, the district executive committee presents the district audit for the prior twelve months ending June 30.

See **Policies and Protocol**, Protocol 8.4: District Fiscal Management. 6. District Audit, A–E.

POLICIES AND PROTOCOL

Protocol 8.4: District Fiscal Management, 6. District Audit, G

The district executive committee provides copies of the audit prior to or at the district council meeting.

Audit Resources

District Finance Corner

www.toastmasters.org/financecorner

Policies and Protocol

www.toastmasters.org/policyprotocol

TAXES

Districts are not required to file taxes and should not do so. Districts are part of Toastmasters International and are consolidated with World Headquarters for tax reporting purposes.

POLICIES AND PROTOCOL

Protocol 8.2: Fundraising, 3. Tax and Other Legal Requirements

- A. 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.
- B. Failure to comply with tax or other legal requirements may result in the revocation of a club's charter.

Tax Resources

Policies and Protocol

www.toastmasters.org/policyprotocol

Tax deductions for US Toastmasters

www.toastmasters.org/TaxDeductUS

MEMBERSHIP AND CLUB BUILDING

- ▲ One of the most stimulating and rewarding ways to introduce the benefits of Toastmasters membership to others is by organizing new clubs in your district. Every district's goal is to build one new club per area each year.

The lieutenant governor marketing and the chair of the marketing committee coordinate club-building efforts within the district.

▲▲ UNCOVERING LEADS

Look at communities within your district that are large enough to support a Toastmasters club. Find places with existing clubs that might be able to support additional clubs. For instance, if a club that meets in the evening has received several inquiries from potential members who would join a club if it met in the morning, there is an excellent possibility for a new club.

Consider major corporations or other large organizations within your area as potential club sponsors. In addition, if that corporation has other locations throughout the world with in-house Toastmasters clubs already established, you have a point for discussion. Try to secure the approval of high level officials within the organization, such as the CEO, the human resource director, or a training manager.

World Headquarters receives inquiries regularly from individuals interested in establishing new clubs and sends information about Toastmasters to each inquirer. It also sends the district governor, lieutenant governor marketing, and club extension chair information about inquiries originating within the district.

ATTRACTING AND RETAINING MEMBERS

Attracting new members to Toastmasters and retaining existing members means that more people are learning the vital skills of speaking, listening, and leadership. Your district's role is to promote both.

A district must have a net membership growth of at least two percent to become a Distinguished District.

Membership-building and retention are club functions. People join clubs—they don't join areas, divisions, or districts. Districts support clubs. However, districts can provide the motivation, support, resources, and public relations assistance necessary to help clubs attract and keep members.

DEMONSTRATION MEETINGS

Today's business leaders are looking for ways to increase employee performance and bottom-line results. They need managers and leaders who demonstrate confidence, can express their ideas with conviction, and can manage others with superior communication skills. In short, they need Toastmasters.

Schedule a demonstration meeting so potential members can see how Toastmasters works. Choose experienced Toastmasters to conduct the demonstration meeting. For corporate club leads, ask your corporate contact to invite all prospective employee members to attend. Your objective is to prove how Toastmasters works and

TIPS FOR MEMBERSHIP BUILDING

- Encourage clubs to periodically conduct an organized membership campaign.
- Emphasize membership growth as part of the Distinguished Club Program.
- Encourage clubs to maintain a website.
- Encourage clubs to keep meeting information current on the Toastmasters International website.
- Foster club publicity programs for radio, television, and newspapers, and within organizations and corporations.
- Encourage clubs to appoint a mentor for each new member.
- Provide promotional material for clubs and members to use.
- Promote "Bring a Guest Night" when all members must bring at least one guest.
- Remind area governors to promote growth during their club visits.

establish a plan with that company. Use this meeting to highlight the “Toastmasters experience,” present the Toastmasters club program, answer questions, and distribute materials. Usually, meetings like this produce several potential Toastmasters who decide they’d like to learn more.

THE CHARTER PROCESS

Complete the **Application to Organize** during the demonstration meeting. At the end of the demonstration meeting, request the \$125 charter fee, and arrange for a second meeting. Send the **Application to Organize** and the charter fee to World Headquarters. You are sent a **Charter Kit** and **New Member Kits** for 20 members. New members are responsible for the cost of their **New Member Kits** once the club is chartered.

POLICIES AND PROTOCOL

Policy 2.0: Club and Membership Eligibility, 4. Good Standing of Clubs, E
There shall be no transfer of an issued charter from an inactive club to any other group.

Charter Process Resources

How to Build a Toastmasters

Club (Item 121)

Charter questions

www.toastmasters.org/build

newclubs@toastmasters.org

MINIMUM CLUB STANDARDS

The purpose of a Toastmasters club is to provide a positive environment in which members can participate in the Toastmasters educational program. Active participation is necessary if members are to learn and if clubs are to fulfill their purpose. All clubs must meet the following minimum requirements:

POLICIES AND PROTOCOL

Policy 2.0: Club and Membership Eligibility, 2. Club Minimum Requirements

- A. Meetings are held at least 12 times per year.
- B. Regular meetings are conducted in-person.
- C. Members work toward communication awards.
- D. Members give oral manual speeches and evaluations.
- E. Members have the opportunity to develop and practice leadership skills and earn leadership awards.

QUALITY CLUB MEETINGS

Begin holding regular meetings that follow the Toastmasters club program. As members join, collect their dues. As soon as a minimum of 20 members is established, at least 17 of whom are non-dual members (except in advanced clubs), adopt the **Club Constitution and the Standard Bylaws for Clubs of Toastmasters International** (Item 210C). Elect leaders, and apply for a charter by submitting all charter forms and the appropriate money. Most clubs are able to complete all chartering requirements within four months of submitting the **Application to Organize**.

NEW CLUB SPONSOR

A new club sponsor guides the new group through the chartering process. Once the club is chartered, the job of the new club sponsor is complete. New club sponsors are eligible to receive club-building credit toward the Advanced Leader Silver award.

CLUB MENTORS

Be sure to find mentors for the club. A mentor is an experienced member who joins the club for six months to a year, helping the new group to establish itself. Mentors serving six months or more are eligible to receive club-building credit for the Advanced Leader Silver award and should be reported to World Headquarters no later than 60 days from the charter date for credit.

HEALTHY CLUB GUIDELINES

- Club leaders attend training provided by the district.
- Club leaders 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 always speak from **Competent Communication** (Item 225) and **Competent Leadership** (Item 265).
- Guests are made to feel welcome.
- Guests are given information about the benefits of Toastmasters and are asked to apply.
- Member accomplishments are recognized.

Members join Toastmasters to become more effective communicators and leaders. People stay in Toastmasters because the club 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 club meetings in which every member has a chance to learn, grow, achieve, and have fun!

KEYS TO CLUB MEETING SUCCESS

Variety

Variety is demonstrated in theme meetings, special meetings, interclub meetings, social meetings, meetings at members' homes, and so on. The same meeting format week after week can make meetings feel like a chore. Strong clubs always have variety in meetings.

Fun

People join Toastmasters to "learn in moments of enjoyment," as founder Ralph C. Smedley stated. Formal speaking courses are available in schools. Strong clubs are those that have fun meetings while meeting all the educational 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 exactly on time and following a strict, fast-paced schedule. This builds enthusiasm and teaches valuable meeting management skills.

Manual Speeches

Competent Communication (Item 225) and **Competent Leadership** (Item 265) are designed to provide education—the primary purpose of Toastmasters—in a logical format. Strong clubs encourage members to give speeches from the manuals and promote evaluations based on project objectives. Each meeting should have at least three manual speeches.

Resources for Quality Club Meetings

How to Build a

Toastmasters Club (Item 121)

Toastmasters Learning Connection, District Leader Module 2: New Clubs, Session 3: Successful Sample Meetings

www.toastmasters.org/build

Club Leadership Handbook

(Item 1310)

www.toastmasters.org/ses3samplemeet

Master Your Meetings (Item 1312)

Creating a club website

www.toastmasters.org/1310

www.toastmasters.org/1312

www.freetoasthost.com

CLUB VISITS

Quality clubs meet their members' needs. As an area governor, you play a critical role in maintaining club quality through club visits, which are required twice a year and should take place **between July 1 and November 30** and again **between January 1 and May 31**. Be sure to report these visits by **November 30** and **May 31** respectively.

Preparation for Club Visits

- Review the online Distinguished Club Program report.
- Familiarize yourself with the online **Area Governor's Club Visit Report** (Item 1471)—it is your evaluation tool during your visit.
- Contact the club president at least one month prior to your visit.
- Request the **Club Success Plan** (Item 1111) from the club president and review it prior to the visit.
- Ask the club president about the club's historical information and demographics.
- With the club president, determine the club's specific needs so you can customize your visit and ensure the club gets the most out of it.

Each club visit varies depending on the arrangements you make with the club president. Focus on those items that are applicable based on your agreements.

Spend time with the club leaders. Ask how communication between you and the club can improve. Discuss year-end goals and strategies to achieve them. Use the **Distinguished Club Program and Club Success Plan** (Item 1111) as your guide. Recommend methods for moving forward, and point out opportunities for enhancement.

After Club Visits

- Submit the **Area Governor's Club Visit Report** online. When submitted online, credit is granted instantly, and a copy of the form is automatically sent by email to your district leaders and the club president. Reports are due twice a year, by **November 30** and by **May 31**.
- Follow up with the club to learn how things have been since the visit. Ask if the club needs additional support; then provide it.
- Keep records of your club visits, and pass them to the next year's area governor. This ensures that clubs' needs are continually met.

BUILDING CORPORATE CLUBS

Corporate club charters are essential for the growth and health of the district. As a district leader, where do you begin? Who do you talk to? What steps do you take? To aid in the chartering process, districts can request a list of clubs within a certain organization by emailing corporaterelations@toastmasters.org.

CLUB VISIT FOCUS

- Observe the club's meeting and review the club mission.
- Discuss characteristics of successful clubs through best practices.
- Ask club leaders how they know they meet the needs of their members.
- Set a good example by presenting a project from a manual.
- Review the Toastmasters programs (e.g., membership building, Distinguished Club Program).
- Identify prospective future leaders—talk about leadership opportunities within Toastmasters.

RESEARCH

- Company size (preferably 250+ employees), location, revenues, and industry
- Names of decision-makers within the organization
- Company strategies, key initiatives, priorities, focus, and mission
- Recent news articles pertaining to the company

PREPARATION

Research

Doing preliminary research helps you achieve successful corporate visits. Start by making a list of organizations in your area; then review their websites and other resources.

Ask yourself how each organization could benefit from an on-site Toastmasters program. Customize the answer based on the information you gather, explaining how Toastmasters can fill the company's specific needs. Ask local Toastmasters if they have any contacts in the targeted companies.

Letter of Introduction

After you've done the research and acquired this information, send a letter of introduction to the contact person. In it, offer brief information about Toastmasters, and advise that you will follow up with a phone call.

Guidelines for an Effective Letter of Introduction

- Explain why you would like an appointment.
- Briefly explain the benefits of this introductory meeting.
- Advise that you will communicate with your contact soon.
- Include a copy of **Clear Communication: Your Organization Needs It** (Item 103).

Schedule a Corporate Visit

Within a few days, phone the contact person to schedule a corporate visit.

Guidelines for an Effective Initial Phone Call

- Identify yourself as a Toastmasters representative.
- Mention that you recently sent a letter (no need to ask if it was received).
- Quickly explain that you would like to meet in order to introduce yourself, discuss the value of the Toastmasters program, and explain how simple it is to get started.
- You may want to mention a similar local company with a successful corporate club.
- Arrange a time to meet at the organization for 20 to 30 minutes. (Ask if you should confirm the appointment with an assistant.)
- If the contact hesitates, explain that, based on the needs of the organization, there are many ways to sponsor a Toastmasters club. Sometimes it is simply to provide a room for the group to meet once a week during off hours. You can discuss this at the actual meeting.
- After the phone call, send an email to confirm the date and time; mention that you look forward to the meeting.

MEETING THE DECISION-MAKER

Make the most of your meeting with the potential corporate sponsor.

Guidelines for an Effective Meeting with the Decision-maker

- Prepare in advance and arrive a few minutes early.
- Take with you **Competent Communication** (Item 225), **Competent Leadership** (Item 265), and **Clear Communication: Your Organization Needs It** (Item 103).
- Ask questions: “What programs do you have now for communication training and leadership development?” “What are some areas you hope to improve?”
- Share examples of how Toastmasters can fulfill the organization’s needs: refining employees’ presentation skills, enhancing meeting effectiveness, improving leadership skills, promoting teamwork, developing confidence in upcoming leaders, increasing employee loyalty, and reducing employee turnover.
- Refer to other companies benefiting from Toastmasters training. Reference the **Features, Benefits and Value** chart.
- Schedule a demonstration meeting at the location.
- Use the PowerPoint presentation found in the Virtual Brand Portal.

Resources for Meeting the Decision-maker

Competent Communication

(Item 225)

www.toastmasters.org/225

Competent Leadership (Item 265)

www.toastmasters.org/265

Clear Communication: Your Organization Needs It (Item 103)

www.toastmasters.org/103

Features, Benefits and Value

www.toastmasters.org/fbvchart

PowerPoint presentation template

www.toastmasters.org/vbp

MAINTAINING CORPORATE RELATIONS

Establishing and maintaining long-term relationships is an important part of corporate visits. Even if the company you are meeting with does not charter a new club right away, keep in touch with them to develop a long-lasting relationship. Developing relationships means letting the person know you are interested in them and their needs, not just in starting a new club for your own benefit.

Guidelines for Effectively Maintaining Corporate Relations

- If you don’t know an answer, admit it. People respect those who are willing to say, “I do not know the answer to that, but I will find out.” Then get back to the person quickly with the correct answer.
- Send a personal, hand-written thank-you note within a week of the visit.
- Keep your word. If you say you are going to do something, do it.

Since the transition of district leaders can make it difficult to maintain long-term relationships, give the incoming team a comprehensive list of contacts, including the efforts you have made so far.

Corporate Relations Resources

Corporate relations questions	corporaterelations@toastmasters.org
District Leader E-toolkit	www.toastmasters.org/districtleadertoolkit
Virtual Brand Portal	www.toastmasters.org/vbp

▲ DUES RENEWALS

World Headquarters emails dues renewal notifications to club leaders the first week of September and the first week of March. Clubs renew online. Area governors, follow up with each club to promote timely renewal submission. As district leaders, identify clubs having membership problems so you can offer assistance.

When renewals are submitted on time, everyone benefits. The district receives a portion of each dues payment a club submits. Areas receive credit in the Distinguished Area Program when clubs pay dues on time. Clubs receive credit toward one of the goals in the Distinguished Club Program. And most importantly, members continue to enjoy the benefits Toastmasters offers.

POLICIES AND PROTOCOL

Policy 8.0: Dues and Fees, 9

Club charter fees and membership dues are paid by that club or an appropriate sponsoring agency, company, or group and not from another club's funds, district funds, or a district leader's personal funds, except when that district leader is also a president, vice-president, or treasurer of that club.

STEPS TO REINSTATEMENT

1. Pay current renewal dues for six individual members.
2. Pay any past due account balance.
3. Either pay six times the current individual semi-annual dues, which results in the loss of continuous membership for individuals; or pay dues for all club members so that membership continues from the date they originally joined the club.
4. Submit a current club officer list.

Dues Renewal Resources

<i>Distinguished Club Program and Club Success Plan</i> (Item 1111)	www.toastmasters.org/dcpmanual
<i>Distinguished Area & Division Programs</i> (Item 1481)	www.toastmasters.org/1481

REINSTATEMENT OF CLUBS

Clubs inactive for one full dues renewal period may be reinstated within the next dues renewal period.

Clubs inactive for two or more full dues renewal periods are required to be chartered as new clubs. See **Policies and Protocol**, Protocol 2.0: Club and Membership Eligibility, 1. Club Reinstatement.

Resources for the Reinstatement of Clubs

Reinstatement questions	clubbylaws@toastmasters.org
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Membership and Club-building Resources

Marketing resources

www.toastmasters.org/marketingresources

Toastmasters Learning Connection,
District Leader Module 2: New Clubs,
Session 1: Establishing a Connection

www.toastmasters.org/ses1connection

Toastmasters Learning Connection,
District Leader Module 2: New Clubs,
Session 2: Exploring Needs

www.toastmasters.org/ses2exploreneeds

Building New Clubs

www.toastmasters.org/newclubs

Membership-building resources

www.toastmasters.org/membershipbuilding

Toastmaster magazine

Find Your Voice (Item 99)

www.toastmasters.org/99

**Confidence: The Voice of
Leadership** (Item 101)

www.toastmasters.org/101

**Clear Communication: Your
Organization Needs It** (Item 103)

www.toastmasters.org/103

**From Prospect to Guest
to Member** (Item 108)

www.toastmasters.org/108

**How to Build a Toastmasters
Club** (Item 121)

www.toastmasters.org/build

**Club-building Strategy Guide
for Districts** (Item 122)

www.toastmasters.org/122

All About Toastmasters (Item 124)

www.toastmasters.org/124

Put on a Good Show (Item 220)

www.toastmasters.org/220

**Welcome to Toastmasters!
DVD** (Item 244DVD)

www.toastmasters.org/244DVD

**Finding New Members for
Your Club** (Item 291)

www.toastmasters.org/291

Closing the Sale (Item 293)

www.toastmasters.org/293

Mentoring (Item 296)

www.toastmasters.org/296

**Your Membership Provides
Fliers** (Item 354)

www.toastmasters.org/354

Promotional Posters (Item 367)

www.toastmasters.org/367

**Membership Application for Clubs
Assigned to a District** (Item 400)

www.toastmasters.org/400

Member Interest Surveys (Item 403)

www.toastmasters.org/403

Let the World Know! (Item 1140)

www.toastmasters.org/1140

Radio Spot Announcements (Item 1151)

www.toastmasters.org/1151

**New Member Orientation Kit
for Clubs** (Item 1162)

www.toastmasters.org/1162

Club Mentor Program Kit (Item 1163)

www.toastmasters.org/1163

Toastmasters & You
(items 1167 and 1167A)

www.toastmasters.org/1167 and
www.toastmasters.org/1167A

A Toastmaster Wears Many Hats
(Item 1167D)

www.toastmasters.org/1167D

Master Your Meetings (Item 1312)

www.toastmasters.org/1312

PUBLIC RELATIONS AND MARKETING

MARKETING COMMITTEE

The district's marketing committee works with the lieutenant governor marketing, assisting in efforts to achieve the district's membership and club growth goals. Typically, the committee analyzes the need, opportunity and potential for new clubs in the district and prepares an effective club-building program. It also helps ensure full membership in existing clubs, and helps administer the Club Coach Program. As part of the marketing committee, the club extension chair receives new club leads via email to assist with club-building efforts.

Building brand recognition is important for the vitality of any organization. Club and district leaders can use customizable templates on the Virtual Brand Portal (www.toastmasters.org/vbp) to increase brand awareness and ensure brand consistency throughout communications.

DISTRICT COMMUNICATIONS

There is a variety of ways to communicate with your members, keep them informed and help the district achieve its mission.

A district may publish its website in donated space and acknowledge the donation on the website. Districts may sell advertising space to offset the cost of renting space.

Toastmasters members may not receive any compensation to create, maintain, or host websites for districts, divisions, areas, or clubs.

POLICIES AND PROTOCOL

Protocol 9.0: District Campaigns and Elections, 6. District Meetings, F Advertisements in district publications, such as in newsletters, at conference programs, or on websites, by or on behalf of candidates for district office are not permitted.

District newsletters, websites, and directories must include this disclaimer: "Any member contact information in this (newsletter/website/directory) is for the sole use of Toastmasters members for Toastmasters business only. It is not to be used for solicitation and distribution of non-Toastmasters materials or information."

DISTRICT WEBSITE

The district governor is the publisher of the district website and is responsible for its content. It includes information useful to current and prospective members.

UNACCEPTABLE MATERIAL FOR WEBSITES

- Individual member mailing addresses, email addresses, and telephone numbers (even on a password-protected site)
- International leader or director candidate information (unless the candidate is from that district)
- Advertisements by or on behalf of candidates for district office

Website Material

- The district newsletter or material from it
- The district calendar
- A link to the club location finder
- Information about organizing new clubs
- Features and benefits of membership
- Membership-building tips for clubs
- Dates to identify the timeliness of the information
- The names, telephone numbers, and email addresses of district leaders, the webmaster, and district support personnel (with express written permission from each person)
- Names and years of service of past district governors

POLICIES AND PROTOCOL

Protocol 4.0: Intellectual Property, 2. Websites, I

Toastmasters websites may not include copyrighted information from Toastmasters International or any other source without the express written permission of the copyright owner.

District Website Resources

Club location finder

www.toastmasters.org/find

DISTRICT NEWSLETTER

The district governor is the publisher of the district newsletter and is responsible for its content. Content provides information to promote the district and club missions. The newsletter is distributed to members within the district.

Make sure the newsletter is sent to all council members at least two weeks before the district's annual meeting. In December or January, include an article describing each district office, its responsibilities, and the qualifications required to serve in the office. Include a form for submitting the names of candidates.

Newsletter Material

- District leader contact information
- Motivation to grow clubs and membership and meet educational goals
- Promotion of Toastmasters membership and educational programs
- Promotion of the mission and vision of Toastmasters, the district, and clubs
- Distinguished recognition
- District calendar
- District nominating committee report and a statement from each nominated candidate
- District and Toastmasters International website address
- Administrative information
- Call for candidates

DISTRICT DIRECTORIES

If published, a district directory is distributed to members of the district council. The district governor is the publisher and is responsible for its content. At the discretion of the district governor, the directory may be distributed to past district governors, club leaders, and others upon request.

District Directory Material

- District leader and club leader email addresses and telephone numbers
- Mission and vision of Toastmasters International and the district
- Club meeting times, locations, contact information, locations, and websites
- Contact information for member questions
- Email addresses and telephone numbers of past district governors, past international presidents, and past international directors
- Membership and educational program information
- Distinguished District performance history
- Calendar of events

The directory may not include information on candidates for office at any level of the organization.

SURVEYS

With few exceptions, only World Headquarters may conduct and release the results of surveys of members and former members. The Executive Director may grant permission to outside entities, like academic sources, to conduct surveys and release and use their results. Clubs may survey their own members, and districts may survey their members about educational programs in order to use the results within the district. See **Policies and Protocol**, Policy 4.0: Intellectual Property, 4. Surveys.

MEMBERSHIP AND MAILING LISTS

Unless otherwise authorized by the Board of Directors, Toastmasters International does not make its mailing lists available.

POLICIES AND PROTOCOL

Policy 4.0: Intellectual Property, 3. Membership Contact Information

- A. Members' contact information is only provided to appropriate members and officers as needed.
- B. Members' contact information is only used for official Toastmasters business.
- C. Access to members' contact information is governed by and limited to the provisions of the California Nonprofit Public Benefit Corporation Law.

District Communications Resources

Member questions

www.toastmasters.org/contactus

Virtual Brand Portal

www.toastmasters.org/vbp

▲ TRADEMARKS AND COPYRIGHTS

Toastmasters International makes its names, emblems, insignias, marks and materials available for use throughout the organization for promotion and management purposes. However, all usage must be in full compliance with the appropriate copyright and trademark laws in order to preserve the value and unique nature of these items.

Toastmasters International's principal asset is its reputation. Toastmasters International maintains its reputation and the distinction between itself and other communication training programs through the registrations and other measures taken to protect its collective membership marks, trade names, trademarks, and service marks (including the official emblem or insignia). If Toastmasters International should fail to protect these rights, they could be lost, and Toastmasters International would no longer exist as the exemplary communication training organization it is. To learn more about the Toastmasters brand, visit the Virtual Brand Portal.

POLICIES AND PROTOCOL

Protocol 4.0: Intellectual Property, 1. Trademarks

- A. Toastmasters International’s trademarks are used to support and further its mission and support its programs.
- B. The following table itemizes who may use Toastmasters International’s trademarks, the type of uses authorized and unauthorized, and the parties responsible for their use:

User	Authorized	Not Authorized	Responsible
Clubs, areas, divisions, and districts	Stationery, business cards, bulletins, newsletters, electronic media, Web pages, program covers, agendas, and similar items only if directly related to and focused on the mission	Articles such as trophies, ribbons, banners, certificates, clothing or other items, except by specific, prior written authorization from the Executive Director	Club president, district governor
Officer candidates at all levels	Stationery, business cards, mailings, electronic media, Web pages, campaign literature, and similar items	Same as above	Candidate
Individual members and officers at all levels	Stationery, business cards, electronic media, and Web pages, solely to indicate the person’s affiliation with a club	Any personal newsletter, electronic media, bulletin, or similar item; articles such as trophies, ribbons, banners, certificates, clothing, or other items except by specific, prior written authorization from the Executive Director	Individual

All uses not described in this chart must receive prior written authorization.

POLICIES AND PROTOCOL

Policy 4.0: Intellectual Property, 2. Use of Toastmasters Material

- A. Toastmasters International is promoted through the *Success/Communication Series*, the *Success/Leadership Series*, *The Better Speaker Series*, *The Leadership Excellence Series*, and *The Successful Club Series* and Youth Leadership programs, which non-members may attend.
- B. Toastmasters International’s tax-exempt and nonprofit statuses are jeopardized when the organization or clubs are perceived to be in the seminar business and in competition with for-profit enterprises.

- C. In the countries where Toastmasters clubs are covered by liability insurance, the insurance is not valid for activities outside of normal Toastmasters meetings.
- D. Only the abovementioned programs are conducted outside of the club by members. For non-members, these programs are conducted only as a means to promote the club and increase membership.
- E. All programs are presented by club members acting as representatives of their clubs, thereby preserving the identity of the programs, clubs, and organization.
- F. Individuals, educational institutions, and other organizations are prohibited from deriving financial gain, directly or indirectly, from these programs, as described in Article II of the Articles of Incorporation of Toastmasters International.
- G. Districts are responsible for training club leaders and for providing other training that helps clubs function more effectively and achieve their mission.
- H. While clubs occasionally conduct the abovementioned programs for other clubs, individual members and clubs may only conduct training programs, seminars, and other events for other clubs and members with the permission of the district. Subject matter and content of any such training program, seminar, or event shall be in keeping with the club and district missions.

Trademark and Copyright Resources

Trademark questions and requests for use

trademarks@toastmasters.org

Policies and Protocol

www.toastmasters.org/policyprotocol

SPEAKERS' BUREAUS

Often clubs, areas, divisions, and districts form speakers' bureaus. Encourage members to participate in them. At the club level, the speakers' bureau is the responsibility of the vice president education who appoints an experienced member as the bureau chair and includes that person on the education and training committee. This is a great way to use the experience and talent of a past president.

A speakers' bureau chair often coordinates the district speakers' bureau. Speakers' bureaus also may be set up at area and division levels.

A speakers' bureau helps reference the Toastmasters brand. Although the subject matter is up to the speaker, the audience should know that it is a Toastmaster at the lectern. When you supply good speakers, more invitations follow. Soon the whole community knows about Toastmasters.

Speakers' Bureau Resources

How to Start a Toastmasters Speakers' Bureau (Item 127)

www.toastmasters.org/127

DISTRICT EVENTS

EVENT SPONSORSHIP

Districts may secure sponsorship for district events as a strategy for offsetting costs. In every case, the district governor must approve the sponsorship.

District Reciprocation for Sponsorship

- Recognition in print (e.g., conference program, event program, website)
- Recognition in signage (e.g., a reception display acknowledging the sponsor of hors d'oeuvres)
- Verbal recognition (e.g., by the host at the beginning of the meeting)
- Complimentary event registration for the sponsor
- Space (e.g., a meeting room in which the sponsor can display products or services that support Toastmasters International's mission)

ACCEPTABLE DONATIONS

- In-kind compensation (e.g., printing)
- Money
- Products (e.g., pens, bags, notebooks)
- Services (e.g., airport shuttle)

SPEAKER SPONSORSHIP

To keep event expenses down, find speakers for district events who are located in the district. If the speaker is from outside the district, seek sponsorship from an organization or individual to offset costs associated with the speaker's appearance.

Acceptable Speaker Sponsorship

Unacceptable Speaker Sponsorship

Excess funds earned by the event (e.g., registration fees) may be allocated to offset speakers' expenses provided the budget forecasts positive results. The excess funds may be used only for travel costs associated with lodging, the lowest-rate round-trip airfare or mileage reimbursement, complimentary registration, and related meals. The speaker is responsible for all other expenses.	Districts may not pay speakers fees.
A district may use donated airfare or hotel vouchers for travel costs associated with a speaker's appearance.	Dues income may not be allocated to offset speakers' expenses.
A district may use money from a sponsor to offset costs associated with a speaker's appearance.	
The speaker's presentation must directly support the Toastmasters mission and be related to the Toastmasters educational program.	

SPEAKER AGREEMENT

Toastmasters International requires the use of a written speaker agreement for all conference speakers. A written speaker agreement protects the organization and clearly defines the obligations of the district and the speaker.

SALE OF SPEAKERS' PRODUCTS

Often speakers want to make their products or services available for purchase at an event.

Guidelines for Sale of Speakers' Products

- The product must support the event's goals and objectives, including the Toastmasters mission.
- The speaker may sell the product or service for a maximum of two hours after the speaker's presentation has ended provided this time does not conflict with the meeting time for the district council or business meeting. Each speaker is limited to one sale opportunity even if he or she is conducting multiple presentations.
- The district may supply the speaker with table space no larger than four feet by eight feet (1.2 meters by 2.4 meters). The table should be as close as safely possible outside the speaker's presentation room.
- The product or service sales must be coordinated by the speaker. This includes product display, sales transactions, sales taxes, and removing the products from the display area after the allotted time has ended. The speaker is also responsible for set-up, staffing, labor, and related expenses for product sales. No district leader may assist the speaker with sales. Should other individual members choose to help the speaker sell, the speaker assumes any risks for their actions; and the district bears no responsibility.
- The speaker may not promote the product or service during the presentation. However, the speaker or facilitator can make an announcement concerning product or service sales at the conclusion of the presentation, including how long the product or service will be sold at the event.
- Districts are not responsible for any defective products or services a speaker sells.

Selecting the right speakers for your district conference is one of the most important aspects of planning and selection. The keynote speaker is the most critical. If an international officer or director is scheduled to visit during your district conference, as the most esteemed guest, he or she should be offered the most prominent speaking position.

Speaker Sponsorship Resources

Sample speaker agreement

[www.toastmasters.org/
speakersandsponsors](http://www.toastmasters.org/speakersandsponsors)

Speaker guidelines

[www.toastmasters.org/DistrictConference
SpeakerGuidelines](http://www.toastmasters.org/DistrictConferenceSpeakerGuidelines)

Policies and Protocol

www.toastmasters.org/policyprotocol

THE DISTRICT CONFERENCE

The district conference is an exciting educational and networking event for a district's clubs.

District Conference Purposes

- District business
- Communication and leadership training opportunities in support of the district mission
- Opportunities for networking and the exchange of ideas
- Recognition and celebration of district accomplishments

PLANNING

Planning is the key to a successful district conference. Members should leave the conference feeling that they enjoyed, learned, and benefited. You can make this happen with some creativity and planning.

Keep sessions focused on speaking, communication, and leadership and other topics that promote club success. Select speakers who can deliver exciting and motivational sessions. Promote the educational program early and often.

Schedule the conference in a place that is accessible to most members. Consider rotating the conference among accessible sites.

The district conference should be self-supporting. Promote the value of the conference and consider offering discount packages and early registration promotions. A district conference can be a great learning experience at a reasonable cost.

CHAIRS

The success of a district conference also depends on appointing the right people to fill important positions.

Suggested District Conference Chairs

- Conference committee chair (conference chair)
- Finance chair
- Educational chair
- Venue chair
- Public relations chair

PROGRAM

Under the guidance of the district governor and lieutenant governor education and training, the conference committee chair is responsible for coordinating all aspects of the conference. This person collaborates with the finance, education, venue, and public relations chairs so the conference meets the district's goals.

Communication is essential to district conference success. Members of the conference committee meet regularly, follow up with fellow committee members and venue contacts, and keep the district governor and lieutenant governor education and training informed of progress. Many telephone calls, frequent communication, and regular follow-up result in happy attendees and a great showpiece for Toastmasters.

ELEMENTS OF A SUCCESSFUL DISTRICT CONFERENCE

- An exciting and varied educational program
- Excellent location
- Pricing and value

TIPS FOR AN OUTSTANDING EDUCATIONAL PROGRAM

- Set objectives.
- Meet members' needs.
- Pay strict attention to scheduling.
- Balance the program.
- Publicize the program widely and early.

Make sure all sessions start and end on time. Schedule plenty of time for transitioning between sessions. Allow at least 15 minutes between major conference events, such as educational sessions and luncheons.

Balance the program with speeches and audience involvement sessions to keep your meeting interesting. Remember that participation enhances learning.

▲ **PROTOCOL**

Part of Toastmasters training is learning about planning, protocol, and etiquette in a meeting situation. You may have occasion during the year to host guests at a banquet, speech contest, or other event.

Welcoming Guests

- A special guest and the guest's companion should not have to pay for the meal. Advise both the guest and the treasurer.
- Designate a host for VIP guests. The host should greet the guest at the door and be available to assist and inform during the meeting.
- Guests and their companions sit at the head table and are introduced at the beginning of the meeting.

Seating and introductions should be by rank and should include the person's name, properly pronounced, and correct title. If any visiting dignitaries are overlooked during meeting arrangements, acknowledge and introduce them as soon as their presence is noted.

▲ **FINANCING**

The finance chair is responsible for all financial matters involved in presenting the conference, including registration. While certain district conference start-up expenses are probably considered part of the overall district budget, the district conference should not lose money. Ideally, it should make a small profit. Most conference income is generated from ticket sales for events and from a modest registration fee. Principal expenses are the cost of meals, promotional materials, and programs.

The district conference is a district event. The district must maintain direct control over any event, negotiation, or transaction that involves conference finances. Often, conferences are hosted by a club, area, or division. However, only the district selects a venue, negotiates prices, and purchases services, all subject to the approval of the district governor.

Accurate financial planning is essential to the success of a district conference. Control expenses and keep them to a minimum so the cost to the individual Toastmasters member is reasonable.

DISTRICT ADMINISTRATIVE BYLAWS

Article IX: District Council, (b) Authority

The district council shall conduct all business of the district, shall assume responsibility for the payment, with district funds, of all debts incurred in the presentation of district council meetings and other district functions, and shall not assess or impose any financial obligation on any member club or any individual member of a club.

RANK

1. National government officials
2. State or province officials
3. City or local officials
4. Prominent citizens
5. Toastmasters leaders
6. Toastmasters directors
7. Region advisors
8. Past Toastmasters leaders
9. Past Toastmasters directors
10. District leaders
11. Division leaders
12. Area leaders
13. Club leaders

Venue Contracts

Often, district conferences take place in hotels, but no matter what venue your district chooses, review the venue's contract thoroughly before you create a budget for the conference. Additional items to include when preparing a budget are penalties associated with attrition, or slippage, clauses. Sometimes fewer people attend the conference than expected, which means fewer banquet meals and rooms booked. Event sites like hotels often charge when this occurs. For example, you may be required to pay for meeting rooms and set-up, as outlined in the contract. Budget for these potential costs as conference expenses.

Be sure to obtain a detailed schedule of charges from the event site for any miscellaneous expenses, such as microphones, audiovisual equipment, spotlights, and Internet access. These costs should be considered when you determine your registration fee.

Meeting Rooms

With careful planning, you may be able to avoid meeting room charges. Because of the volume of meals and sleeping rooms booked, many venues waive, or at least reduce, these charges.

Meals

Be sure meal ticket prices cover the entire cost of the meal, including the prevailing tax and gratuity. Then add a margin to the ticket price to cover miscellaneous expenses, such as decorations and entertainment.

EDUCATIONAL SESSIONS

The educational program chair is appointed to organize the general education sessions and training sessions, such as those for area governors, division governors, and club leaders. The educational program chair is responsible for the educational sessions, speakers, awards, speech contests, entertainment, and room set-up for all meetings. The educational chair collaborates closely with the venue chair to make sure each event runs smoothly.

One of the features that attract members to the district conference is the educational program. Depending on the size and availability of meeting space, you may wish to hold one large session or have several programs for smaller audiences running concurrently.



Session Guidelines

- Cover the many aspects of communication and leadership (e.g., speaking, listening, evaluation and motivation).
- Focus on improving and strengthening clubs (e.g., the Distinguished Club Program, membership growth, outstanding club programming, public relations, Speechcraft).
- Consult with division and area governors to find Toastmasters willing and available to give presentations.

Your district has many talented Toastmasters, so you should not have to hire speakers. If a non-Toastmasters speaker is desired, get one without paying a fee.

VENUE SELECTION GUIDELINES

- Scout the location
- Plan it
- Negotiate
- Get it in writing
- Confirm and reconfirm

VENUE SELECTION

The venue chair is responsible for accommodations, meal arrangements, meeting rooms, equipment, and displays.

The importance of planning cannot be overemphasized. Shop around for your conference hotel or meeting site. Consider two, three, or more sites, and advise sales representatives that you are considering other venues. Ask for a package deal taking into account guest rooms and meal prices. This means hard bargaining and negotiating on your part. However, your conference is a valuable piece of business and should be presented as such.



Charges and Written Agreements

Beware of hidden set-up charges for meal and meeting functions. Hotels and other venues expect you to pay these if you don't negotiate them in advance. You might be able to get discounts on food and beverages, room fees, and parking. It's often possible to arrange complimentary rooms for an attending international leader or director, region advisor, and district governor.

Many event sites have frequent employee turnover. Do not depend on verbal agreements with a hotel representative who may not be with the hotel when your meeting is finally held. Make certain all waivers, discounts, materials, and services are written into your agreement with the venue. If you are not sure about something, ask!

Visiting the Venue

When visiting the event site before the conference, watch for sources of noise that might interfere with the speech contest, such as cocktail lounges, live music, and kitchen traffic. Be sure the hotel has not booked a party or wedding reception in an adjacent room. Double-check sleeping room blocks and meeting rooms.



PUBLIC RELATIONS

The public relations chair is responsible for the promotion of conference events to Toastmasters in the district and to the public. This person works closely with the public relations officer so the conference receives exposure in the district and club newsletters, websites, and available media. In some instances, the public relations officer may serve as the conference public relations chair.

Keep public relations costs to a minimum by asking members and local businesses to contribute materials and services for promotional ads, items, and program printing.

Features in Promotional Material

- Program topics to be presented at the seminars
- Registration and event costs
- Hotel reservations
- Advance registration
- Attractions in the host city

Conference Announcements

Be sure to announce the conference on the district website and in the district newsletter, and include the deadline for registration. Provide registration forms in advance. Promote early and follow up often. Encourage clubs, areas, and divisions to promote the conference. Begin early in the year by announcing the conference date and location. Later, provide program information as it becomes available.

News releases

Send news releases about the conference to the local media: newspapers, radio, and television. The most newsworthy event is the speech contest, so your public relations efforts should concentrate on having local media cover this event. Mention if any prominent speakers or the Communication and Leadership Award recipients are on the program.

The local convention and visitors' bureau or chamber of commerce usually provides brochures about the city or other items to promote the conference at no cost.

PHYSICAL ARRANGEMENTS

Send conference registration forms to all attending international leaders, directors, and region advisors. Each needs to know important details such as whether the banquet requires formal wear. Make certain that guest speakers are given every courtesy and that their staging or audiovisual needs are met.

Registration Desk

Situate the conference registration desk in a lobby or foyer, close to the conference events. Locate two or three six-foot tables and some chairs. Be sure to have the registration desk amply staffed with local, enthusiastic Toastmasters.

Meal Tickets

Sell tickets in advance to guarantee meal functions. Ask the hotel or catering service how soon it needs a firm guarantee. Be careful not to over-guarantee on the meal counts and end up with a loss. Selling tickets in advance and not at the door helps you arrive at correct guarantee figures. Obtain district conference attendance figures for the past three years to guide you in making arrangements.

Room Set-up

The educational program chair works closely with the venue chair in making the physical arrangements for all events and sessions of the conference. This means working with event site personnel to provide platforms, lecterns, audiovisual, and other equipment needed for individual sessions. Make certain speakers' equipment and room layout needs are met.

Provide detailed room charts or diagrams to the event site staff early in your conference planning. A chart should be prepared for every meeting, including banquets, educational sessions, special events, annual meetings, and entertainment. If possible, arrange for meeting rooms to be fully set up the night before the events. Then check the set-up at least an hour before an event begins.

THE COMMUNICATION AND LEADERSHIP AWARD

One of the most effective ways to gain publicity is through the Communication and Leadership Award. This award is presented by the district to a person in the community who is an outstanding communicator or leader. Media people, state or local politicians, and business people are examples of those who may be honored.



HOSPITALITY CENTER

Set up a hospitality center in a centrally located room where attendees can congregate when they are not attending sessions. Information about tours or other activities might be available here. You may ask a local club to assume the hospitality function as a club project. The club may provide refreshments with proceeds going to the club. Based on the number of sleeping rooms used in a hotel, a hospitality room may be available at no charge.

▲ THE SPEECH CONTEST BANQUET

The speech contest banquet often is the showcase event for a district conference.

The banquet provides the opportunity to allow an international leader, international director, or region advisor to give a keynote address. It's also an opportunity to recognize outgoing and incoming district leaders and any special guests in the audience.

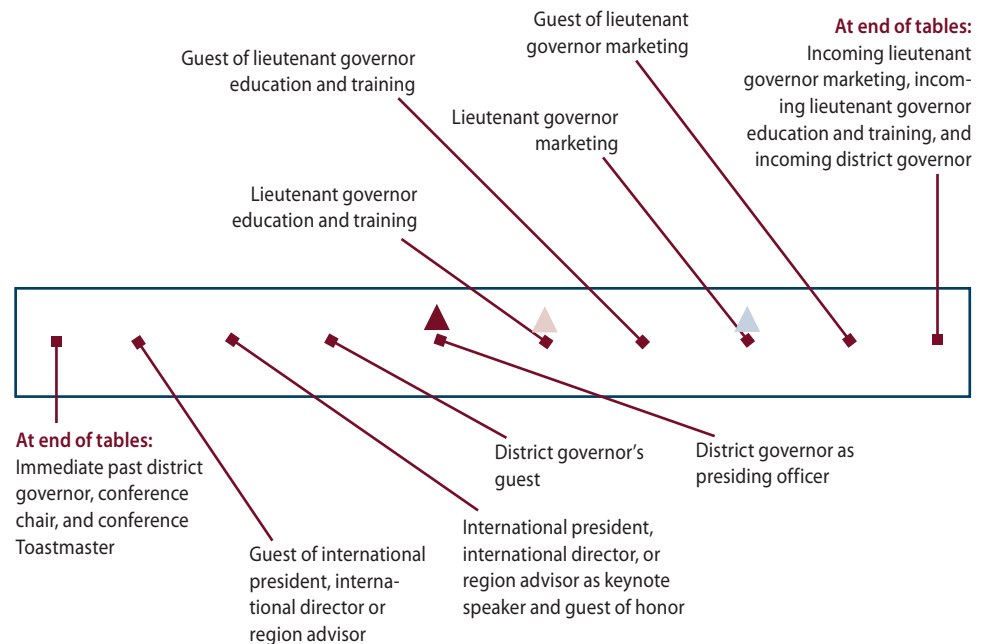
Banquet Set-up

For the banquet and speech contest, you may need a head table or two, placed on risers, to accommodate program participants. Contestants are typically seated at a reserved table on the floor in front. Conduct the speech contest from a contest platform separate from the head table. Ideally, the contest platform is located on a side of the room opposite the head table. Place the timing device in front of the platform, clearly visible to contest speakers.

▲▲▲▲ The Head Table

Typically, there is one head table with dignitaries and their guests. In most instances, the district governor, lieutenant governor education and training, lieutenant governor marketing, the immediate past district governor, and any international leader, international director, or region advisor are seated at the head table.

If it is the last district conference of the year, it may be appropriate to seat the incoming lieutenant governor marketing, district governor, and lieutenant governor education and training. Each person is seated alternating right and left according to rank:



Introductions

Announcing head table guests as part of the march-in eliminates the need for the presiding officer to introduce everybody at the head table later on.

The highest-ranking leader or the guest of honor (international leader, international director, or region advisor) is typically announced last.

Order of Introduction of Head Table

1. Other guests, such as the conference chair and their guests
2. Incoming lieutenant governor marketing and guest (at last district conference of the year)
3. Immediate past district governor and guest
4. Lieutenant governor marketing and guest
5. Lieutenant governor education and training and guest
6. District governor and guest
7. Guest of honor (international leader, international director, or region advisor) and guest

After the head table march-in or introduction, and prior to serving the meal, the district governor introduces special guests seated in the audience. Introduce those of highest rank first.

Order of Introduction of Special Audience Members

1. Local dignitaries (government officials, media, etc.) attend the conference in an unofficial capacity)
2. Toastmasters leaders (who currently serve on the Board of Directors and attend the conference in an unofficial capacity)
3. International directors (who currently serve on the Board of Directors and
4. Region advisor
5. Past international presidents and past international directors
6. Past district governors
7. Current district leaders

The Speech Contest

The district speech contest is an essential aspect of the district conference. The speech contest brings many members and guests to the event.

Be sure all contest officials are thoroughly familiar with the speech contest rules. Select judges carefully, and have the chief judge provide them with an orientation.

Arrange with the venue so that no food or beverage service takes place during the speech contest.

District Conference Resources

Put on a Good Show (Item 220)

www.toastmasters.org/220

The Speech Contest Rulebook
(Item 1171)

www.toastmasters.org/1171

Questions about venue contracts

districts@toastmasters.org



TIPS

- Use name cards at the head table.
- Let head-table guests know in writing where and when to assemble for the march-in.
- Provide guests with a seating diagram that describes how to get to their seat during the march-in.
- Situate conference volunteers to help head-table guests.
- Review the pronunciation of names before the march-in. If you are unsure how to pronounce a name, ask the guest.
- Announce each guest, giving his or her name last. For example, "From Central City: District Governor Brenda Yung and her husband, Dillard."

ELECTIONS

DISTRICT LEADER ELECTIONS

District leader elections are held at districts' annual meetings at district conferences worldwide between **March 15** and **June 1**.

DISTRICT ADMINISTRATIVE BYLAWS

Article VII: Officers, (d) Qualifications

All district officers must be active individual members of member clubs and must be in good standing with Toastmasters International.

▲ District Leader Nomination

The work of the district nominating committee is critical in ensuring long-term success for the district. The committee screens candidates for eligibility. Identifying the best candidates for elected positions takes time and commitment. The committee should not limit itself to considering only those members who have expressed an interest in running, but should seek out qualified candidates.

DISTRICT ADMINISTRATIVE BYLAWS

Article XI: Committees, (b) District Nominating Committee

The district governor shall appoint the nominating committee chair no later than **October 1**. The remaining committee members shall be appointed no later than **November 1** and shall consist of no fewer than five members. The committee shall operate under the procedural rules adopted by the Toastmasters International Board of Directors for the selection of candidates for the elective district offices. The committee's results shall be reported in writing to the district governor no fewer than six weeks before the district's annual meeting. The district governor shall submit the nominating committee report to the members of the district council at least four weeks prior to the annual meeting.

DISTRICT LEADERSHIP POSITIONS

- District governor
 - Lieutenant governor education and training
 - Lieutenant governor marketing
 - Public relations officer*
 - Secretary*
 - Treasurer*
 - Division governor
 - Area governor*
- *May be appointed by the incoming district governor

NOMINATING COMMITTEE

The district nominating committee is charged with nominating candidates for district office. The purpose of the committee is to find the best candidates possible to serve as district leaders.

Nomination Resources

Policies and Protocol

Nominating committee information

www.toastmasters.org/policyprotocol

www.toastmasters.org/Members/OfficerResources/DistrictLeaderResources/Elections/NominatingCommittee

▲ District Leader Campaigns

District leader candidates may give educational presentations at district conferences, but not at any non-election meeting. All candidates are given equal opportunity. The district governor identifies the time, place, and length of the presentations.

Candidates are allowed to distribute campaign materials at the district conference and non-election meetings and display the materials in the Candidates' Corner where each candidate has equal access. However, candidates are not allowed to advertise in district publications or at conference programs.

Candidates may be introduced at non-election meetings as long as all candidates present are introduced.

District leader candidates are not permitted to host or contribute to a hospitality suite at any district event.

District executive committee members may not endorse any district officer candidate.

See **Policies and Protocol**, Protocol 9.0: District Campaigns and Elections, 6. District Meetings.

District Leader Election Voting Privileges



All of the members who can vote in a district election constitute the district council. Voting members of the district council are the club presidents, vice presidents education, and the members of the district executive committee.

The club presidents and vice presidents education each have one vote on the council. Either may designate any member of their club to act as proxy. No other proxies are allowed. Belonging to more than one club doesn't give a member any additional votes.

The voting strength of club representatives on district councils must be protected and preserved. No district may add voting members to district councils who are not club representatives or members of the district executive committee.

POLICIES AND PROTOCOL

Protocol 9.0: District Campaigns and Elections, 7. District Proxies, B–C

- B. The district sends a credential or proxy form to each club president and vice president education 30 days before a district council meeting in the district newsletter or in the mailing announcing the meeting.
- C. The credential or proxy form must contain the district number; a description of the event; the date and location of the meeting; space for the club name and number; space for the name of the club president, vice president education, or proxy holder who attends; space for the signature of the president or vice president education authorizing the credential or proxy; and the date the credential or proxy is signed.

Unless the district governor has received official notification from World Headquarters that a club's charter has been revoked, that club's leaders are entitled to voting privileges. Because clubs remain in good standing until **November 30** and until **May 31**, regardless of whether their current dues renewals are paid, all clubs may vote at a district conference. A newly chartered club that has been assigned a club number is entitled to voting privileges.

DISTRICT ADMINISTRATIVE BYLAWS

Article X: Council Meetings, Quorum, Proxies, and Voting, (e) Voting

Each member of the district council in attendance at a council meeting, or his or her proxy...is entitled to one vote. Any active individual member who carries the proxies of both the club president and vice president education from a member club is entitled to two votes; and any such individual member who is also entitled to a vote as a member of the district executive committee is entitled to three votes. All other members of the district council shall be limited to a maximum of two votes.

District Leader Election Quorum

One-third of club presidents and vice presidents education in the district (or proxy holders) constitutes a quorum for all district council meetings. If a quorum is not present at a district council meeting, business decided at the meeting is valid only after it is approved by a majority of clubs on the basis of two votes per club. Notify the clubs as soon as possible after the meeting so that affirmation can be obtained within a reasonable time. See **District Administrative Bylaws**; Article X: Council Meetings, Quorum, Proxies, and Voting; (c) Quorum.

Keep in mind that if a club has not filled a vote-holding officer position, that vote is lost; it may not be transferred to anyone else.

District Leader Election Proxies

Either the club president or vice president education of any club may designate, in writing, any active individual member of the club to act as a proxy for him or her at any district council meeting. If the president or vice president education does not attend the meeting and has not designated a fellow club member to act as his or her proxy holder, the officer or proxy holder in attendance casts two votes. The intent of this provision is to ensure that every club is represented by two votes. The proxy holder must present the proxy in paper form to the credentials desk. A proxy holder cannot transfer or assign a proxy to someone else. See **District Administrative Bylaws**; Article X: Council Meetings, Quorum, Proxies, and Voting; (d) Proxies.

District Leader Election Credentials

POLICIES AND PROTOCOL

Protocol 9.0: District Campaigns and Elections, 8. District Credentials

- A. The credentials chair is, when practicable, a past district governor.
- B. The credentials chair obtains a list of eligible clubs in good standing; a list of current district council members (club presidents, vice presidents education, and district officers eligible to vote); and ballots indicating the office being contested or sequentially numbered for each contest election.
- C. The names of nominated candidates are printed on district ballots; the names of floor candidates are not.
- D. The credentials chair ensures that no campaign materials are in the credentials area and that ballots are numbered sequentially, only issued to current district council members and only for clubs in good standing, and are signed for upon receipt.

The district governor, lieutenant governor education and training, and lieutenant governor marketing may request from World Headquarters lists of clubs eligible to vote for the credentials committee.

Credentials team members are not permitted to wear or display campaign paraphernalia.



District Leader Candidates

At the meeting, the district governor, or a person designated by the district governor, explains the election rules and procedures, as described below, to the delegates.

The district governor requests all candidates—or candidates' representatives if candidates are not present—to take seats as close to the platform as possible.

POLICIES AND PROTOCOL

Protocol 9.0: District Campaigns and Elections > 9. District Elections > A–E

- A. The district governor or a person designated by the district governor explains the election rules and procedures to the delegates.
- B. A candidate speaks on his or her own behalf. If a candidate is not present, an authorized representative may speak for the candidate.
- C. A representative speaker may not be a member of the district executive committee, a member of the nominating committee, the credentials chair, or any other meeting official, unless he or she resigns before the district’s annual meeting begins.
- D. The district nominating committee chair shall present its report. In the chair’s absence, the district governor designates a person to present the report. The chair or designee announces the names of the committee members and reads the name and club number of each nominated candidate, in alphabetical order, for each of the offices of district governor; lieutenant governor education and training; lieutenant governor marketing; public relations officer, secretary, and treasurer if elected; and division governors.
- E. For each office, the district governor inquires whether there are additional nominations from the floor.
 - I. Floor candidates or, in their absence, their designees state their eligibility qualifications.
 - II. Floor candidates must be nominated by a member of the district council or their proxy holder.
 - III. Floor candidates for district governor, lieutenant governor education and training, lieutenant governor marketing, and division governor sign the Officer Agreement and Release Statement, which is sent to World Headquarters.
 - IV. When nominations are complete, the district governor declares the nominations for that office closed.

CANDIDATES’ SPEECHES

Each district leader candidate, including floor candidates, is entitled to a two-minute speech. These speeches are delivered in alphabetical order of the candidate’s last name, by office, beginning with the highest contested office. Each such speech is delivered from the platform and given by the candidate, if present. If the candidate is absent, the candidate’s representative may give the speech. No other speeches, demonstrations or other activities are allowed.

POLICIES AND PROTOCOL

Protocol 9.0: District Campaigns and Elections, 9. District Elections, F–M

- F. The balloting for each office takes place immediately following the close of nominations for the office. The number of votes that a member may cast is governed by Article X, Section (e) of the District Administrative Bylaws.
- G. After nominations for an office are closed, if there is only one candidate for the office, the district governor may entertain a motion to dispense with the secret ballot for the uncontested office or instruct the secretary to cast a single ballot for the candidate.
- H. The district governor informs candidates that they are expected to assign one member to assist or observe the counting of the ballots.
- I. Each election is completed and the winner announced before moving to the subsequent office.
- J. Candidates nominated for one office and not elected to the office may be nominated from the floor for subsequent offices.
- K. Any candidate who receives a majority of the votes cast is declared elected. In the event no candidate receives a majority of the votes cast for a contested office, voting continues with the use of special ballots and without the name of the candidate receiving the fewest votes. Such procedure continues until one of the candidates receives a majority of the votes.

- L. Upon adjournment of the district’s annual meeting, all election results are final. Results of the election are displayed in the registration area as soon as possible following adjournment of the meeting.
- M. All proxies and ballots are retained for 24 hours following the close of the meeting for review only by the district governor or district credentials chair, as necessary, and immediately thereafter destroyed by the district governor or the district governor’s designee.



District Leader Installation

The district leader installation ceremony is conducted at the district’s annual meeting **between March 15 and June 1** to formally induct new district leaders and get their public commitment to achieve the district mission and lead it to Distinguished status. The person conducting the ceremony is a visiting international leader, international director, or region advisor. Otherwise, the outgoing district governor may be the most appropriate person to serve as inducting officer.

If time is a concern, you may decline to induct the area governors, or you may induct area and division governors as a group. If time is not constrained and the district wishes to induct additional appointed leaders or committee chairs, do so before inducting area governors or as you induct the secretary, treasurer, and public relations officer.

District Leader Election Resources

Elections

www.toastmasters.org/elections

List of clubs eligible to vote

listrequest@toastmasters.org

AREA GOVERNOR ELECTIONS

Area Governor Election Voting Privileges

The area council meeting, at which the election for area governor is conducted, must be held at least two weeks before the annual meeting of the district council. The current area governor determines the time and place of the meeting. Written notice of the election must be given to the president of each club in the area at least four weeks before the election. Notice includes the qualifications for candidates and lists the voting members of the area council.

No other member of the area council has a vote.

Area Governor Election Quorum

A majority of the voting area council members or their proxies constitutes a quorum. If a quorum is not present, an election cannot be held unless another meeting is conducted which is properly noticed and at which a quorum is present.

Area Governor Election Proxies

The club president, vice president education, and vice president membership may designate, in writing, any member of the club to act as a proxy at the area council election meeting. In the event two of those leaders don’t attend the meeting and have not

VOTING MEMBERS OF THE AREA COUNCIL

- Club presidents
- Club vice presidents education
- Club vice president membership

designated, in writing, active members of the club to act as their proxies at the meeting, the leader or proxy holder in attendance is deemed to hold the proxy of the others and may cast the club's three votes. If two valid proxy holders are present and cannot decide among themselves who will cast the third vote, the third proxy goes to the highest-ranking leader (or proxy holder) present. Keep in mind that if one of these three club officer roles is not filled, no one may vote on behalf of that role.

Area Governor Candidates



Each club in the area may submit to the area governor, in writing, any member in good standing as a candidate for area governor. The area governor places the names of candidates from the clubs in nomination at the election. Nominations then will be accepted from the floor. After the nominations are closed, if there is only one candidate, the area governor declares that candidate elected.

If two or more candidates are nominated, each candidate is entitled to a two-minute speech. The speeches are delivered in alphabetical order of the candidate's last name. If a candidate is not present, that candidate's representative may give the speech.

Each area council member in attendance or proxy holder is entitled to one vote. No area council member or proxy holder may cast more than three votes, even if that person is a member of more than one club.

The area governor may act as a club proxy holder and may cast up to three votes. However, in the case of a tie, the area governor is entitled to only one additional vote to break the tie.

Area Governor Election Secret Ballots



Voting is by secret ballot. Any candidate who receives a majority of the votes cast is declared elected. In the event no candidate receives a majority of the votes cast for a contested office, voting continues without the name of the candidate who received the fewest votes. This procedure continues until one of the candidates receives a majority of the votes. The area governor then notifies the district governor of election results.

ELECTIONS OF INTERNATIONAL LEADERS AND AMENDMENTS



POLICIES AND PROTOCOL

Policy 9.1: International Campaigns and Elections, 9. International Candidate Endorsements, B

District governors, lieutenant governors, region advisors, and international officers and directors must not take any action to endorse or to officially support any international officer or director candidate, including with photographs or quotes, or by placing a candidate's name in nomination. They are permitted to respond to confidential surveys conducted by World Headquarters and to questions from the International Leadership Committee.

International Leader Campaigns and the Hospitality Suite

POLICIES AND PROTOCOL

Policy 9.1: International Campaigns and Elections, 9. International Candidate Endorsements, D–F

- D. No candidate or candidate's representative may host a hospitality suite. A hospitality suite is defined as a room where refreshments are provided and attendance is open to any member.
- E. If a district or region hosts a hospitality suite, no candidate or candidate's representative, may give contributions or engage in political activities in the suite.
- F. A candidate may have a room for storing material and meeting with campaign workers, but the room may not be used for solicitation of votes.

▲ **International Leader Election Proxies**

World Headquarters sends an official proxy form to each club president for the Annual Meeting. If a club member plans to attend the meeting, the club president or secretary may assign the member as the club's proxy holder.

BYLAWS OF TOASTMASTERS INTERNATIONAL

Article X: Annual Business Meeting, Section 2: Proxies

Any member club, if unrepresented at the Annual Business Meeting by a delegate or alternate from among its own active individual members, may designate as its proxy holder, in writing, any active individual member of any other member club. Upon presentation of proper credentials, such proxy holder shall have the right to vote for the club represented in addition to any other right to vote which such proxy holder may have.

If a club assigns the district governor as its delegate, the district governor in office at the time of the International Convention will cast the club's votes at the Annual Meeting.

Amendments to the Bylaws of Toastmasters International

Sometimes amendments to the **Bylaws of Toastmasters International** are voted on during the Annual Meeting.

POLICIES AND PROTOCOL

Policy 9.1: International Campaigns and Elections, 11. International Proxies and Credentials, C

When amendments to the Bylaws are to be voted on, there is a method in the proxy process for a club to indicate how it wishes its votes to be cast.

If no choice is indicated, the delegate is free to cast the votes as he or she believes will be in the best interest of the organization.

▲ **SPEECH CONTESTS**

The lieutenant governor education and training is the coordinator and supervisor of the district's speech contests; as such, encourage members to participate in the International Speech Contest and other contests your district may conduct. Strive to be

your district's primary expert in the speech contest rules, and be prepared to answer rules questions and fairly manage disputes as they arise.

Speech Contest Resources

Speech Contest Rulebook

(Item 1171)

Speech contest questions

www.toastmasters.org/rulebook

speechcontests@toastmasters.org

DISTRICT VISITS

At the request of the dignitary, the executive committee may grant each district leader one reimbursed visit from an international director or region advisor each year. These visits may take place during a district conference, Toastmasters Leadership Institute, or district executive committee meeting. They may be marketing visits, relationship visits, or recognition visits.

Visit Guidelines

- Send reservation information and other visit-relevant materials to your visitor.
- Inform your visitor of events requiring formal wear.
- Provide complimentary registration and meal tickets when appropriate.
- Find out your visitor's travel plans.
- Know if a guest will accompany your visitor.
- Provide the visitor with the opportunity to give a 15- to 20-minute presentation.
- If time allows, organize visits to major companies.

CORPORATE VISITS

When an international leader, director, or region advisor visits the district, it's a great opportunity to visit local corporations and establish awareness about Toastmasters. There are three types of corporate visits: corporate sponsor relationship visits, corporate sponsor recognition visits, and new club marketing visits.

The purpose of a marketing visit is to promote Toastmasters to the organization's decision-makers and staff.

CORPORATE SPONSOR RELATIONSHIP VISITS

A relationship visit is a planned meeting between a Toastmasters representative (usually an experienced district leader, region advisor, or international officer) and a high-ranking official of a corporation or organization that sponsors a Toastmasters group. Sponsorship could include paying all or part of the membership dues, providing meeting space, or allowing employees to attend meetings during work hours.

The purpose of the visit is to reinforce the relationship between Toastmasters and the sponsor. Many sponsored Toastmasters groups report that they are not officially recognized as staff development and may even be viewed as a social club. These visits are an opportunity to clarify expectations.

CORPORATE SPONSOR RECOGNITION VISITS

A recognition visit is a planned meeting between a Toastmasters and a high-ranking official of a corporation or organization that sponsors a Toastmasters group. Sponsorship could include paying all or part of the membership dues, providing meeting space, allowing employees to attend meetings during work hours, or other similar benefits.

The purpose of the recognition visit is to reinforce the relationship between Toastmasters and the sponsor by providing tangible recognition of Toastmasters International's appreciation of the sponsoring organization's support.

NEW CLUB MARKETING VISITS

A marketing visit is a meeting between a Toastmasters representative and a representative of a corporation or organization that may or may not currently sponsor a Toastmasters group. Visits may be initial meetings between a company or organization and a Toastmasters representative, or a demonstration meeting presented to generate interest among the company's staff.

HOW TOASTMASTERS HELPS COMPANIES

- Table Topics builds impromptu speaking skills by giving employees the confidence and expertise needed to communicate effectively.
- Structured communication and leadership development programs teach skills that help the company grow and succeed.
- Positive evaluations help employees give and receive feedback while improving their listening and presentation abilities.
- Every employee practices leading meetings and motivating teams by participating in various meeting roles.

New Club Marketing Visit Guidelines

- Before the visit, research the organization.
- Plan to keep the visit short—approximately 15 to 20 minutes.
- Stay focused on the value Toastmasters provides to the corporation and its employees. (This is not the time to talk about the Distinguished District Program or district activities.)
- Begin the visit by building rapport.
- Listen to the company executive for areas of interest that you can tie back to Toastmasters.
- Ask questions to determine what the organization's needs are and what is important to them. (The research you do before the visit helps you determine which questions to ask.)
- Discuss how Toastmasters can help the company reach its goals.
- Gauge the company representative's interest during the discussion. Once the representative confirms commitment to start a club onsite, schedule a demonstration meeting.
- Discuss the level of financial support the company would like to contribute. (Some companies pay the new club fee or subsidize the dues of the members, as well as provide a meeting location.)
- Provide contact information for the district leader assigned to follow up, and establish that person as the individual responsible for coordinating the next steps.
- Send a thank-you note within three days of the visit, again providing the district leader's information as the company's point of contact.

District Visit Resources

Starting a new club in a corporation

www.toastmasters.org/mod2newclubs

Corporate visits

www.toastmasters.org/corporatevisits

Recognition plaque requests

corporaterelations@toastmasters.org

List of company-sponsored clubs in other locations

corporaterelations@toastmasters.org

Virtual Brand Portal

www.toastmasters.org/vbp

Features, Benefits and Value

www.toastmasters.org/fbvchart

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NOTES

AS A MEMBER OF TOASTMASTERS INTERNATIONAL AND MY CLUB, I PROMISE

- ▶ To attend club meetings regularly.
- ▶ To prepare all of my speech and leadership projects to the best of my ability, basing them on projects in the **Competent Communication** (Item 225), **Advanced Communication** (Item 226Z), or **Competent Leadership** (Item 265) manuals.
- ▶ To prepare for and fulfill meeting assignments.
- ▶ To provide fellow members with helpful, constructive evaluations.
- ▶ To help the club maintain the positive, friendly environment necessary for all members to learn and grow.
- ▶ To serve my club as an officer when called upon to do so.
- ▶ To treat my fellow club members and our guests with respect and courtesy.
- ▶ To bring guests to club meetings so they can see the benefits Toastmasters membership offers.
- ▶ To adhere to the guidelines and rules for all Toastmasters educational and recognition programs.
- ▶ To maintain honest and highly ethical standards during the conduct of all Toastmasters activities.

