



CLUB LEADERSHIP HANDBOOK

A Guide to Effective
Club Leadership



**WHERE LEADERS
ARE MADE**



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A Guide to Effective
Club Leadership

TOASTMASTERS INTERNATIONAL

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www.toastmasters.org/members

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**WHERE LEADERS
ARE MADE**

CLUB MISSION

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

TOASTMASTERS INTERNATIONAL MISSION

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

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

It is basic to this mission that Toastmasters International continually expand its worldwide network of member clubs, thereby offering ever-greater numbers of people the opportunity to benefit from its program.

VISION

Toastmasters International empowers people to achieve their full potential and realize their dreams. Through our member clubs, people throughout the world can improve their communication and leadership skills, and find the courage to change.

VALUES

Toastmasters International's core values are integrity, dedication to excellence, service to the member, and respect for the individual. These are values worthy of a great organization, and we believe we should incorporate them as anchor points in every decision we make. Our core values provide us with a means of not only guiding but also evaluating our operations, our planning, and our vision for the future.

A TOASTMASTERS PROMISE

As a member of Toastmasters International and my club, I promise...

- To attend club meetings regularly
 - To prepare all of my speech and leadership projects to the best of my ability, basing them on projects in the *Competent Communication* (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
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INTRODUCTION

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

As a club 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.

Your responsibilities are your opportunities. Serving as a club 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.

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.

Get Started!

- **Read this manual.**
It's full of practical advice to point you in the right direction. Pay special attention to your specific role and the Toastmasters calendar, and use the manual as a reference throughout your term.
- **Meet with the outgoing club leaders.**
This gives you the opportunity to learn about ongoing projects, problems, or situations that still need attention in the coming year. It is also a chance to receive any paperwork, files, and club properties important to completing your term of office.
- **Hold your first executive committee meeting.**
Though all club leaders are likely to know each other, it's a good idea to hold an informal gathering to brainstorm, look ahead, and begin planning for success in the Distinguished Club Program.
- **Attend club officer training.**
It's a great learning opportunity and one of the requirements of the Distinguished Club Program.

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

Facing Challenges as a Leader

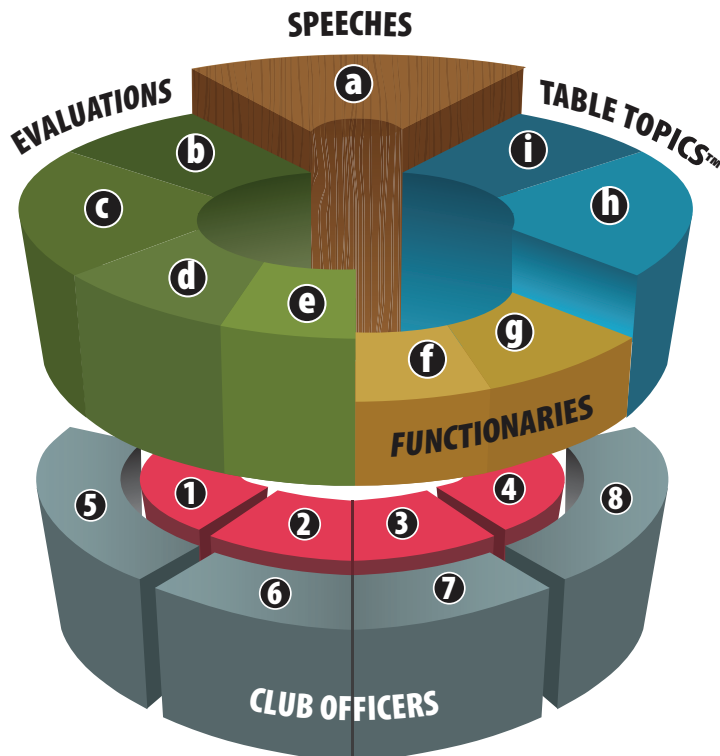
- **Plan ahead.**
Those who fail to plan, plan to fail.
- **Set realistic goals.**
Don't overburden your club members; focus on the Distinguished Club Program goals, and most everything else falls into place.
- **Communicate early and often.**
Don't let problems fester; address problems in a positive manner before they get overblown.
- **Be a leader, not a boss.**
Your job is to help your club's members and fellow club leaders to achieve their education goals in Toastmasters.

LEADERSHIP EDUCATION PHILOSOPHY

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

CLUB-LEVEL LEADERSHIP ROLES

ANATOMY OF A CLUB










- a** Speaker
- b** General Evaluator
- c** Evaluator
- d** Grammarian
- e** Ah-Counter
- f** Timer
- g** Toastmaster
- h** Table Topics™ Speaker
- i** Topicsmaster

- 1** President
- 2** Vice President Education
- 3** Vice President Membership
- 4** Vice President Public Relations
- 5** Secretary
- 6** Treasurer
- 7** Sergeant at Arms
- 8** Immediate Past President

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

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

-  President
-  Vice president education
-  Vice president membership
-  Vice president public relations
-  Secretary
-  Treasurer
-  Sergeant at arms



CLUB CONSTITUTION AND THE STANDARD BYLAWS FOR CLUBS OF TOASTMASTERS INTERNATIONAL

Toastmasters Club Constitution for Member Clubs of Toastmasters International, Article VI: Officers, Section 1

The officers of this club shall be a club president, a vice president education, a vice president membership, a vice president public relations, a club secretary, a club treasurer (or a club secretary-treasurer), a sergeant at arms, and the immediate past club president.

Club Leader Resources

Club leader questions	clubofficers@toastmasters.org
Member questions	www.toastmasters.org/departments
Email listing	www.toastmasters.org/contactus
General leadership	www.toastmasters.org/leadershipquestions
Toastmasters members website	www.toastmasters.org/members
Online store	www.toastmasters.org/shop
Free resources, such as electronic manuals, fliers, kits, ribbons, trophies, and promotional materials	www.toastmasters.org/members
District contact Your club's area governor District website listings	www.toastmasters.org/districtwebsites
<i>Toastmaster</i> magazine digital edition	www.toastmasters.org/magazine
Code of Ethics and Conduct	www.toastmasters.org/ethicsandconduct
Delegating authority	www.toastmasters.org/delegateauthority
Harassment	www.toastmasters.org/harassment
Non-discrimination	www.toastmasters.org/nondiscrimination

GOVERNANCE

Club leaders have many opportunities to participate in the governance of Toastmasters International, even outside your own club. As a club leader, you have the opportunity to interact with district leaders, participate in area and district council meetings, elect district and international leaders, and vote on important governance issues at the Annual Business Meeting.

CLUB CONSTITUTION AND THE STANDARD BYLAWS FOR CLUBS OF TOASTMASTERS INTERNATIONAL

Toastmasters Club Constitution for Member Clubs of Toastmasters International, Article I: Mission and Purposes

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

GOVERNING DOCUMENTS

Each club is governed by the policies of the organization, and the **Club Constitution and the Standard Bylaws for Clubs of Toastmasters International** (Item 210C) is the club's main governing document.

AMENDING CLUB BYLAWS

Clubs are encouraged to keep their bylaws as close to the Standard Bylaws as possible. However, a club may amend portions of the bylaws if the amendment does not conflict with the **Toastmasters International Bylaws**, the **Club Constitution and the Standard Bylaws for Clubs of Toastmasters International** (Item 210C), or the **Policies and Protocol** of the organization.

Amendments may be made with a two-thirds vote. See the **Club Constitution and the Standard Bylaws for Clubs of Toastmasters International** (Item 210C), Standard Bylaws, Article VII: Amendments.

Notify World Headquarters online at www.toastmasters.org/memberlogin or in writing of any proposed bylaws changes. The changes are reviewed, and, if not in conflict, the information is kept on file. Changes to a club name, location, and meeting time and place are made online or submitted to World Headquarters on the resolution form. You can also submit the information to World Headquarters by letter or email clubbylaws@toastmasters.org.



CLUB EXECUTIVE COMMITTEE

The executive committee of a Toastmasters club consists of all seven club leaders (president, vice president education, vice president membership, vice president public relations, secretary, treasurer, and sergeant at arms), plus the immediate past club president. The club president serves as the executive committee chair. Working together as a team, the executive committee of each club must manage all business and administrative affairs of the club.

Club Executive Committee Duties

- Create a club budget
- Complete a **Club Success Plan** (Item 1111)
- Strategize for success in the Distinguished Club Program
- Create and oversee other club committees as necessary

CLUB EXECUTIVE COMMITTEE MEETINGS

The club's executive committee meets as necessary to discuss club affairs. Some clubs' executive committees meet twice a month, while others meet monthly. How frequently the committee meets is the committee's decision, but it's important for a newly elected committee to meet at the beginning of their term to discuss the budget and complete or update the **Club Success Plan** (Item 1111).

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

All decisions made by the executive committee must be approved by the club. If the club doesn't approve of an executive committee decision, it is invalid.

Components of a Club Executive Committee Meeting

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



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

7:00–7:05 p.m.	Call to order by the president who provides opening remarks
7:05–7:15 p.m.	Reading of the secretary’s minutes of the previous meeting, and formal vote to approve them
7:15–7:45 p.m.	Officer and committee reports, in reverse order of rank starting with the sergeant at arms
7:45–8:15 p.m.	Unfinished business items
8:15–8:30 p.m.	New business items
8:30–8:45 p.m.	Announcements and closing thoughts
8:45–9:00 p.m.	Adjournment

Governance Resources

Policies and Protocol

www.toastmasters.org/policyprotocol

Reporting club officer information

www.toastmasters.org/clubofficerlist

THE CLUB WITHIN DISTRICT STRUCTURE

CLUB

At the heart 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.

CLUB MEETINGS

As a club leader, you are called upon to perform any number of functions for the club. Some are performed at the club meetings. For example, the president opens and closes every meeting; the treasurer collects dues from members; and the sergeant at arms brings the lectern and banner.



Club Resources

Invocations	www.toastmasters.org/invocationpledge
Pledge of Allegiance	www.toastmasters.org/invocationpledge

AREA

AREA VISITS TO THE CLUB

Your club’s most immediate connection with district leadership is the area governor, who visits your club at least twice a year. During a visit, the area governor observes your club meeting and provides direct feedback about your club’s performance, including the club’s current standing in the Distinguished Club Program.

Area governors use the **Area Governor’s Club Visit Report** (Item 1471) as a guideline for reviewing the strengths and weaknesses of your club; completed forms are forwarded to the district leadership team, where they are used to assess the performance of the district as a whole. The goal of this exercise is simple: to help your club provide the best possible service to its members and provide a rewarding, fun, nurturing environment for all Toastmasters members.

Area Visit Resources

Area Governor’s Club Visit Report	www.toastmasters.org/clubvisitrpt
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AREA COUNCIL

POLICIES AND PROTOCOL

Protocol 7.1 District Events, 7. Area Council Meetings, A

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



Area Council Members

- Area governor
- Additional area staff (assistants, secretary, etc.)
- Club presidents within the area
- Club vice presidents education within the area
- Club vice presidents membership within the area

Area Council Functions

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



Area Council Meetings

Your area governor presides over an area council. The area council meets at least twice each year. Club presidents, vice presidents education, and vice presidents membership are eligible to vote at area council meetings.

Business Discussed at Area Council Meetings

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

▲ DISTRICT

Most of the time, your contact with district leaders is minimal. However, whenever your club elects new officers, it is the club secretary's duty to inform the district governor and World Headquarters.

DISTRICT LEADERSHIP TEAM

District Leadership Team Members

- District governor
- Lieutenant governor education and training
- Lieutenant governor marketing
- Public relations officer
- Secretary
- Treasurer
- Division governors (if your district has them)
- Area governors

DISTRICT COUNCIL

Your district governor presides over the district council. The district council is the district's governing body, subject to the general supervision of the Board of Directors.

District Council Members

- District executive committee
- Club vice presidents education
- Club presidents

District Council Meetings

Each club is allotted two votes at district council meetings. One vote is reserved for the club president. The other vote is for the vice president education.

Proxy votes may be used if a club officer is unable to attend a council meeting. A proxy delivers the vote for an officer unable to attend a council meeting. The officer unable to attend must designate in writing any active individual member of the club to act as his or her proxy.

Business Conducted at District Council Meetings

- Election of district officers
- Adoption of club alignments
- Approval of officer appointments
- Election to endorse international director candidates

District Resources

District elections procedures

www.toastmasters.org/elections

District websites

www.toastmasters.org/districtwebsites

CLUB TIMELINE

JUNE (BEFORE TERM)	JULY	AUGUST
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Specific Deadlines

JUNE 1

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

JUNE 30

- Due: Club officer list to World Headquarters and the district governor
- Due: Educational award applications to World Headquarters
- Due: Membership award applications to World Headquarters
- End: Beat the Clock membership-building contest (started in previous term)

JULY 1

Start: Toastmasters year
Start: Distinguished Club Program

AUGUST 1

Start: Smedley Award membership-building contest

AUGUST 15

Due: Dues statements to members

AUGUST 31

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

MONTHLY/ REGULARLY

Hold club executive committee meetings to share activities, accomplishments, and plans

Hold meetings with your committees—whether education, membership, public relations, or other committee

Important Tasks

JUNE (BEFORE TERM)

- Meet with the outgoing club leadership team to coordinate a smooth transfer
- Attend first-round club officer training
- Complete a **Club Success Plan** (Item 1111)
- Purchase supplies from the online store
- Create a club budget
- Ask club members to serve on committees, such as an education, membership, or public relations committee
- Provide the bank with a new signature card

JULY

- Attend first-round club officer training
- Plan and publicize upcoming speech contests
- Determine educational goals of each member
- Promote the Smedley Award membership-building contest
- Ask members to complete a **Member Interest Survey** (Item 403)
- Create a media list and publicity kit
- Finalize the club budget with approval from the club executive committee

AUGUST

- Attend first-round club officer training
- Plan and publicize upcoming speech contests
- Collect dues and submit them online
- Plan how to help each member meet educational goals
- Review the results of the **Member Interest Survey** (Item 403)
- Send publicity kits to local media, and invite them to attend a meeting
- Promote the Smedley Award membership-building contest

SEPTEMBER

OCTOBER

NOVEMBER

SEPTEMBER 30

- ▲ End: Smedley Award membership-building contest

OCTOBER 1

Due: Dues renewals

OCTOBER 10

Due: Dues renewals for Distinguished Club credit

SEPTEMBER

- ▲▲ Collect dues and submit them online
- ▲▲ Plan and publicize upcoming speech contests
- ▲▲ Publicize the upcoming district conference
- ▲ Promote the Smedley Award membership-building contest

OCTOBER

- ▲▲ Publicize the upcoming district conference
- ▲ Report the results of the Smedley Award membership-building contest
- ▲▲ Plan and publicize upcoming speech contests
- October/November district conference

NOVEMBER

- ▲▲ Plan and publicize upcoming speech contests
- October/November district conference

Clubs with semiannual terms:

- Prepare files for smooth transfer to incoming club officers
- ▲ Prepare club accounts for audit

CLUB TIMELINE

DECEMBER	JANUARY	FEBRUARY
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Specific Deadlines

Clubs with semiannual terms:

DECEMBER 1
Start: Second-round club officer training for Distinguished Club credit

DECEMBER 31
▲ Due: Club officer list to World Headquarters and the district governor

FEBRUARY 1
▲ Start: Talk Up Toastmasters! membership-building contest

FEBRUARY 15
▲ Due: Dues statements to members

Clubs with semiannual terms:

FEBRUARY 28 or 29
End: Second-round club officer training for Distinguished Club credit

Important Tasks

DECEMBER	JANUARY	FEBRUARY
Attend second-round club officer training	▲▲ Plan and publicize upcoming speech contests	▲▲ Collect dues and submit them online
	▲▲ U.S. clubs file 990N e-postcard	▲▲ Plan and publicize upcoming speech contests
	▲▲ California clubs file form 199N	Attend second-round club officer training
Clubs with semiannual terms:	Clubs with semiannual terms:	
Meet with the outgoing club leadership team to coordinate a smooth transfer	Purchase supplies from the online store	
Complete a Club Success Plan (Item 1111)	▲ Determine educational goals of each member	
Purchase supplies from the online store		
Create a club budget		
▲▲ Ask club members to serve on committees such as an education, membership, or public relations committee		
▲ Provide the bank with a new signature card		

MARCH

APRIL

MAY

MARCH 31

- ▲ End: Talk Up Toastmasters! membership-building contest

APRIL 1

Due: Dues renewals

APRIL 10

Due: Dues renewals for Distinguished Club credit

MAY 1

- ▲ Start: Start Beat the Clock membership-building contest

MAY 15

- ▲▲ Due: U.S. clubs only, 990N e-postcard
- ▲▲ Due: California clubs only, form 199N

MARCH

- ▲ Publicize the upcoming district conference
- ▲▲ Collect dues and submit them online
- ▲▲ Plan and publicize upcoming speech contests

APRIL

- April/May district conference
- ▲ Report the results of the Talk Up Toastmasters! membership-building contest
- ▲▲ Plan and publicize upcoming speech contests

MAY

- April/May district conference
- Prepare files for smooth transfer to incoming club officers
- ▲ Prepare club accounts for audit
- ▲▲ Plan and publicize upcoming speech contests

CLUB LEADERSHIP ROLES



PRESIDENT

You are the club's chief executive officer, managing director, cheerleader, and coach, all rolled into one. As the person who sets the tone for the club, you are expected to provide helpful, supportive leadership for all of the club's activities.

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

Stay current on all new developments via the **Leader Letter** and the announcements published on the Toastmasters website.

CLUB CONSTITUTION AND THE STANDARD BYLAWS OF TOASTMASTERS INTERNATIONAL

Toastmasters Club Constitution for Member Clubs, Article VII: Duties of Officers, Section 1

The club president is the chief executive officer of this club and is responsible for fulfilling the mission of this club. The president presides at meetings of this club and the club executive committee; appoints all committees; and has general supervision of the operation of this club. The president shall be an ex officio member of all Committees of this club except the club Nominating Committee and shall serve as one of this club's representatives on the area and district councils. The president shall transmit to this club for its approval or disapproval all ideas and plans proposed by the area and district councils which may affect this club or its individual members; and shall take no action binding upon this club without either specific prior authorization or subsequent ratification by this club.

PRESIDENT RESPONSIBILITIES

Presiding Officer

The club president opens and presides over every club, business, and executive committee meeting. This means the president takes charge of the proceedings and keeps the agenda moving forward. As president, you are expected to manage procedural matters in the conduct of the meeting and to apply **Robert's Rules of Order Newly Revised** (Item B30).

Distinguished Club Recognition

You work together with all of the club's leaders to achieve success in the Distinguished Club Program by encouraging educational achievements, building and maintaining membership, attending club officer training, and submitting dues, officer lists, and other documents on time.

Cheerleader

You recognize member achievements by presenting certificates at club meetings, sending personal emails of congratulations, and otherwise publicly praising the good work of your members.

Member Achievements to Recognize

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

Leadership and Guidance

The president serves as the club's representative at the district and international levels.

As president, you must be available to provide leadership for the club whenever it's required. This includes creating a nurturing learning environment by conducting well-run, energetic, interesting meetings; actively seeking and connecting with club members and officers; listening patiently and offering assistance; and resolving conflicts as they arise.

PRESIDENT CHECKLIST

Before Club Meetings

- Ask the vice president education if any members are to receive special recognition at the meeting.
- Ask the vice president membership if any new members are to be inducted at the meeting.
- Plan the business portion of the meeting.
- Review the necessary parliamentary procedure for the meeting.

Upon Arrival at Club Meetings

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

During Club Meetings

- Call the meeting to order promptly at the scheduled time.
- Introduce guests.
- Briefly explain the meeting's events for the benefit of guests.
- Introduce the Toastmaster of the meeting.
- Conduct the business meeting.
- Give the date, time, and place of the next meeting.
- Make any announcements.
- Adjourn the meeting on time.



Outside Club Meetings

- Attend and vote at area and district council meetings.
- Attend the Annual Business Meeting at the International Convention to vote on behalf of the club.
- Appoint and chair the club's audit committee near the end of the term.
- Appoint the nominating committee to nominate new club leaders before the beginning of the term.
- Receive official correspondence from World Headquarters, such as the quarterly Distinguished Club Program email, the *Leader Letter*, and the club leadership handbooks for all incumbent club leaders.
- Schedule and chair club executive committee meetings.

COMMON SCENARIOS PRESIDENTS FACE

Following are example scenarios you may encounter in your role as club president and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Education team at World Headquarters (tminfo@toastmasters.org).

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

Possible solutions: Help the Toastmaster of the meeting fill the role by recruiting another member who doesn't already have an assigned role.
If necessary, fill the role yourself.

Scenario: A club officer is underperforming, frequently absent, or otherwise unable to fulfill his duties leaving me, the president, with more to do.

Possible solutions: Meet with the club leader immediately and ask what you can do to help. Engage, encourage, and energize him to develop and use the skills required for the job.
Examine your own leadership approach. Ask yourself if you are contributing to the club officer's problems.

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

Possible solutions: Contact the member immediately and listen to her point of view. (Often, this is enough to solve the problem.)
Give the club member a task that focuses her energies.
Explain the importance of orderly, positive club meetings to the entire group, so she does not feel singled out.
If the club member needs to be removed, see **Club Constitution** (Item 210C), Article II: Membership, Section 7.

Scenario: A closed corporate club needs more support from the company in recruiting members.

Possible solutions: Develop the club's relationship with the human resources or training departments in the company. Promote the club's track record in developing employees and aiding in their success.
Identify the key advocate or influencer. Prove the return on investment to the company.

President Resources

Chairman (Item 200)

www.toastmasters.org/200

Club Constitution and the Standard Bylaws for Clubs of Toastmasters International

(Item 210C)

www.toastmasters.org/policies

Robert's Rules of Order

Newly Revised (Item B30)

www.toastmasters.org/B30

President Essentials (Item 1310I)

www.toastmasters.org/1310I

Distinguished Club Program and Club Success Plan (PDF) (Item 1111_DCP)

www.toastmasters.org/1111_DCP

Distinguished Club Program

Goals (Item 1111C) wall chart

www.toastmasters.org/1111C

Speechcraft description

www.toastmasters.org/speechcraft

VICE PRESIDENT EDUCATION

As vice president education, you are the club's chief scheduler and the primary expert on education awards, speech contests, and the mentor program. You are an important source of Toastmasters knowledge for club members, and it is your job to become familiar with the inner workings of the Toastmasters education program.

CLUB CONSTITUTION AND THE STANDARD BYLAWS OF TOASTMASTERS INTERNATIONAL

Toastmasters Club Constitution for Member Clubs, Article VII: Duties of Officers, Section 2

The vice president education is the second ranking club officer and is responsible for planning, organizing and directing a club program which meets the educational needs of the individual members. The vice president education chairs the education committee. The vice president education also serves as one of this club's representatives on the area and district councils and shall take no action binding upon this club without either specific prior authorization or subsequent ratification by this club.

VICE PRESIDENT EDUCATION RESPONSIBILITIES

Scheduler

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

You ensure that all meeting roles are properly fulfilled; for example, you wouldn't assign a new member to be the Toastmaster of her first meeting.

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

Stay current on all new developments via the **Leader Letter** and the announcements published on the Toastmasters website.

Education Awards Expert

Arrange meetings to help members complete education awards in a timely fashion.

You are the club's expert on all things regarding the Toastmasters education program.

OVERWHELMED? GET HELP!

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

Verify, sign, and date manual projects as members complete them, and submit award applications to World Headquarters when all of the requirements are met.

Orient new members to the Toastmasters education program within two meetings after joining the club.

Educate continuing members about the various education awards they can earn, and how they can stay on track to earn them in the least possible time.

Speech Contests Expert

Read the *Speech Contest Rulebook* (Item 1171) thoroughly, and refer to it as necessary when planning speech contests.

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

Mentor Program Supervisor

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

Give mentors the credit they deserve by signing the appropriate project in their *Competent Leadership* (Item 265) manual.

▲ VICE PRESIDENT EDUCATION CHECKLIST

Before Club Meetings

- Review the scheduled roles for the meeting five to seven days in advance.
- Offer support to the Toastmaster of the meeting to confirm members' role assignments and plan for substitutions if necessary.
- Schedule educational sessions selected from *The Better Speaker Series* (Item 269), *The Successful Club Series* (Item 289), and *The Leadership Excellence Series* (Item 310), to be delivered by you or other experienced Toastmasters in the club.
- Ensure a club member conducts *The Successful Club Series* (Item 289) programs **Evaluate to Motivate** (Item 292), **Moments of Truth** (Item 290), **Mentoring** (Item 296), and **Finding New Members for Your Club** (Item 291) at least once per year.
- Notify the club president if any members are scheduled to earn their education awards at the upcoming meeting.

▲ Upon Arrival at Club Meetings

- Verify that the members assigned to meeting roles have arrived and are prepared to perform their duties.
- Remind members with meeting roles to select an evaluator for their project in the *Competent Leadership* (Item 265) manual.
- Assist the Toastmaster in filling meeting roles for absent members.
- Greet guests by asking them if they are willing to participate in the meeting or if they'd prefer to observe.
- If guests agree to participate, inform the Topicsmaster that he or she can call on those guests as Table Topics™ speakers, and ask the club president to introduce the guests at the beginning of the meeting.

During the Club Meetings

- Sign your initials on project completion records for speaking and leadership roles fulfilled at the meeting.
- Ensure eligible members fill out award applications.
- Recognize members when they earn awards.
- Preside over the meeting when the club president is absent.
- Answer member questions about the Toastmasters education program or speech contests, and agree to research questions you don't know the answers to.

COMMON SCENARIOS VICE PRESIDENTS EDUCATION FACE

Following are example scenarios you may encounter in your role as vice president education and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Education team at World Headquarters (tminfo@toastmasters.org).

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

Possible solutions: As much as possible, do preparation work. Create schedules one or two months in advance, and post them on the club's website where everyone can see them.

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

Scenario: Members do not always willingly commit to meeting roles.

Possible solutions: Promote the benefits of the *Competent Leadership* (Item 265) manual; encourage members to bring it to every meeting, and to find evaluators for each meeting role.

Encourage each Toastmaster of the meeting to initiate an email discussion several days before the meeting to confirm each member assigned to a meeting role is able to fulfill his or her duties.

Scenario: Members don't seem interested in completing the projects in the *Competent Leadership* (Item 265) manual.

Possible solutions: Award a small prize to members who bring their *Competent Leadership* (Item 265) manuals.

Explain the importance of the Competent Leader award to your club's achievement in the Distinguished Club Program.



ACCREDITED SPEAKER PROGRAM

Toastmasters International holds an annual program to recognize those members who have professional-level speaking skills. If you or someone in your club has professional-level speaking skills, download the [Accredited Speaker Program Rules and Application](#) (Item 1208) from the Toastmasters International website at www.toastmasters.org/1208. The deadline for entries is **November 1** each year. Less than 25 percent of those who apply for the program become Accredited Speakers.

THE EDUCATION COMMITTEE

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

Vice President Education Resources

Speech Contest Rulebook (Digital)
(Item 1171DCD)

www.toastmasters.org/1171DCD

Vice President Education Essentials
(Item 1310J)

www.toastmasters.org/1310J

**Distinguished Club Program and
Club Success Plan** () (Item 1111_DCP)

www.toastmasters.org/1111_DCP

**Distinguished Club Program
Goals** (Item 1111C) wall chart

www.toastmasters.org/1111C

Wall Chart Set (Item 306)

www.toastmasters.org/306

Competent Leadership (Item 265)

www.toastmasters.org/265

Accredited Speaker Program

Rules and Application (Item 1208)

www.toastmasters.org/1208

Education Program FAQ

www.toastmasters.org/edfaq



VICE PRESIDENT MEMBERSHIP

You are the club's number one recruiter, and you manage the process of bringing in guests and transforming those guests into members.

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

CLUB CONSTITUTION AND THE STANDARD BYLAWS OF TOASTMASTERS INTERNATIONAL

**Toastmasters Club Constitution for Member Clubs, Article VII: Duties of
Officers, Section 3**

The vice president membership is the third ranking club officer and is responsible for planning, organizing and directing a program that ensures individual member retention and growth in club individual membership. The vice president membership chairs the membership committee. The vice president membership serves as one of this club's representatives on the area council and shall take no action binding upon this club without either specific prior authorization or subsequent ratification by this club.

VICE PRESIDENT MEMBERSHIP RESPONSIBILITIES

Recruiter

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

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

Membership Contest Coordinator

Organize and promote the club's participation in the Smedley Award, Talk Up Toastmasters!, and Beat the Clock membership contests.

Encourage club members to gain recognition in the Individual Membership Contest by sponsoring five, 10, or 15 new members.

Stay current on all new developments via the **Leader Letter** and the announcements published on the Toastmasters website.

Guest-to-Member Converter

You play a key role in the process of converting guests into members.

Have each guest fill out a **Guest Information Card and Badge** (Item 231)

Prepare and hand out welcome packets that sell and describe Toastmasters in general and your club in particular.

Make contact with guests and encourage fellow club members to always make guests feel welcome.

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

Arrange a vote and induction ceremony for any joining member.

Membership Application Process Supervisor

You manage the paperwork involved in the application process.

Collect initial dues payments and applications from members, and submit them to the treasurer.

Keep track of guests who have not joined and members who have not been attending meetings, and follow up with them to encourage them to join or re-commit to the club.

VICE PRESIDENT MEMBERSHIP CHECKLIST

Before Club Meetings

- Make a list of the new members who have joined the club since the last meeting, and contact the club president to coordinate an induction ceremony at the next meeting.
- Prepare a few promotional packets to distribute to guests at the meeting.
- Contact former guests who have not joined and members who have not been attending recent meetings, and gently persuade and encourage them to come to the next club meeting.

Upon Arrival at Club Meetings

- Greet all guests and members at the door, and welcome them to the meeting.
- Provide all guests with Toastmasters promotional literature.
- Answer any questions guests may have about the club.

After Club Meetings

- Meet with guests to answer questions and explain the benefits of Toastmasters.
- Invite guests to join the club or to attend another club meeting if they are hesitant to join.
- Help guests who do wish to join to complete the **Membership Application** (Item 400).

NEW MEMBER INDUCTION

Inducting officer:

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

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

Then turn to the club and ask:

“Do you, the members of X Toastmasters club, promise to support (names) as they work the Toastmasters program?” (The club members say, “Yes.”) “It is my pleasure to declare you installed as members of X Toastmasters club.” (If your club presents a Toastmasters pin to members, do it at this time.)

COMMON SCENARIOS VICE PRESIDENTS MEMBERSHIP FACE

Following are example scenarios you may encounter in your role as vice president membership and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Education team at World Headquarters (tminfo@toastmasters.org).

- Scenario:** Your club is experiencing rapid turnover in membership; members sign up, stay for a few weeks, then move on.
- Possible solutions:** Encourage members to keep meetings lively, to start and end on time, to keep a positive atmosphere, and to mix it up from time to time with a special event, such as a costume party or guest speaker.
- Contact lapsed club members and invite them to a special event.
 - Nominate a “Snackmaster” to bring food to each meeting.
 - Always recognize member achievements—even the small ones.
 - Keep new guests coming in to replace lapsed members.
- Scenario:** Your club loses members during summer and winter holidays.
- Possible solutions:** Schedule a club special event in January and September; make a special effort to contact all members after they return from their vacations.
- Scenario:** You suffer a sudden loss of members in your company club due to layoffs.
- Possible solutions:** Organize a Speechcraft for the company to attract new members. Make sure the club meetings are mentioned on the company intranet, in newsletters, and so on.

Vice President Membership Resources

Vice President Membership

Essentials (Item 1310K)

www.toastmasters.org/1310K

Success 101 (Item 1622) brochure
Digital version

www.toastmasters.org/1622

www.toastmasters.org/1622DCD

**Distinguished Club Program
and Club Success Plan** (Item 1111)
PDF version

www.toastmasters.org/1111

www.toastmasters.org/1111_DCP

**Distinguished Club Program
Goals** (Item 1111C) wall chart

www.toastmasters.org/1111C

Speechcraft description

www.toastmasters.org/speechcraft



VICE PRESIDENT PUBLIC RELATIONS

You are the club’s link to the outside world, the person in charge of notifying the public about the club’s existence. You are webmaster, social media specialist, and brand manager for the club. It’s your job to notify the media whenever your club does something newsworthy.

As vice president public relations, you'll find yourself writing news releases, creating and distributing fliers, and maintaining the club's presence at various key places on the Web.

Stay current on all new developments via the *Leader Letter* and the announcements published on the Toastmasters website.

CLUB CONSTITUTION AND THE STANDARD BYLAWS OF TOASTMASTERS INTERNATIONAL

Toastmasters Club Constitution for Member Clubs, Article VII: Duties of Officers, Section 4

The vice president public relations is the fourth ranking club officer and is responsible for developing and directing a publicity program that informs individual members and the general public about Toastmasters International. The vice president public relations chairs the public relations committee.

VICE PRESIDENT PUBLIC RELATIONS RESPONSIBILITIES

Link to Outside World

You publish club meeting times and location.

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

Publish the club newsletter featuring important news, upcoming events, and members' award accomplishments.

Create and update the club's site on Facebook, Meetup, and other social media sites.

Webmaster

You maintain the club website. See **Policies and Protocol**, Protocol 4.0: Intellectual Property, 2. Websites.

Update the site as necessary to include upcoming events, membership contest results, speech contests, and so on.

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

Brand Manager

You protect the Toastmasters brand. See **Policies and Protocol**, Protocol 4.0: Intellectual Property, 2. Trademarks.

Make sure to use Toastmasters logos, emblems, and trademarks appropriately. Use the Virtual Brand Portal (www.toastmasters.org/vbp) as a reference.

VICE PRESIDENT PUBLIC RELATIONS CHECKLIST

Before Club Meetings

- Verify that the club's themes, meeting times, and location are current for the following week.
- Order promotional materials for distribution by members.

PUBLIC RELATIONS OPPORTUNITIES

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

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

- Local newspaper's calendar section
- Club website
- Social media sites, like Facebook and Meetup
- Club and company newsletters
- Club and company event calendars
- Company intranet sites

During Club Meetings

- Distribute promotional materials to members for distribution at their workplace, school, etc.
- Report the results of public relations efforts, bringing newspaper clippings, printouts, and so on to share with the club.
- Announce the commencement of public relations campaigns.
- Solicit volunteers who may receive credit in their *Competent Leadership* (Item 265) manual for lending a hand.

COMMON SCENARIOS VICE PRESIDENTS PUBLIC RELATIONS FACE

Here are some common situations you may encounter in your role as vice president public relations, and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Education team at World Headquarters (tminfo@toastmasters.org).

- Scenario:** Your news releases aren't noticed by the media.
- Possible solutions:** Make sure you submit releases in the appropriate format for each outlet you contact. Ensure photos are the correct size and quality. Identify and contact media outlets even before you have anything to tell them, to learn of their requirements and the appropriate people to talk with.
- Scenario:** You don't have enough time in your schedule to promote the club as much as you'd like.
- Possible solutions:** Try for those options that deliver the best results for the least investment in time and resources. Networking is always a good approach; tell everyone in your usual social circles. Use LinkedIn, Facebook, Meetup, and other social media sites to contact prospective members. Delegate tasks to other club members who want to help.
- Scenario:** You don't know if your public relations efforts are successful.
- Possible solutions:** Ask each guest how they heard about your club, and keep track of the responses. Do the same thing for emails and phone calls from interested prospects. Spend more time and possibly more club funds on those promotional efforts that yield results.

Vice President Public Relations Resources

Vice President Public Relations Essentials (Item 1310L)

www.toastmasters.org/1310L

Let the World Know (Item 1140) PDF version

www.toastmasters.org/1140
www.toastmasters.org/let_world_know

All About Toastmasters (Item 124) Digital version

www.toastmasters.org/124
www.toastmasters.org/124DCD

Distinguished Club Program and Club Success Plan (Item 1111)

PDF version

www.toastmasters.org/1111
www.toastmasters.org/1111_DCP

Keeping logos official

www.toastmasters.org/logos

Virtual Brand Portal

www.toastmasters.org/vbp

SECRETARY

You are the club's primary note-taker and record-keeper. You manage club files, handle club correspondence, and take the minutes at each club meeting and executive committee meeting. You are also in charge of updating and distributing a roster of the current paid membership, and keeping the club officer list current at World Headquarters.

Though some clubs combine the secretary role with the treasurer, it's best to have a dedicated secretary who can help reduce the workload of the treasurer and occasionally assist the vice president education as well.

Stay current on all new developments via the *Leader Letter* and the announcements published on the Toastmasters website. Order supplies for the club as needed.

CLUB CONSTITUTION AND THE STANDARD BYLAWS OF TOASTMASTERS INTERNATIONAL

Toastmasters Club Constitution for Member Clubs, Article VII: Duties of Officers, Section 5

The club secretary is responsible for club records and correspondence. The club secretary has custody of the club's charter, constitution, and bylaws and all other records and documents of this club; keeps an accurate record of the meetings and activities of this club and of the club executive committee; maintains an accurate and complete roster of individual members of this club, including the address and status of each individual member; and transmits the same to the successor in office. The club secretary provides notices of meetings as required by this constitution, and immediately notifies World Headquarters of Toastmasters International of any change in the roster of individual members.

SECRETARY RESPONSIBILITIES

Note-taker

You take the minutes at each club meeting and executive committee meeting.

Items to Record in Meeting Minutes

- Club name
- Date
- Type of meeting (club meeting or executive committee meeting)
- Meeting location
- Names of meeting attendees
- Name of the presiding officer
- Corrections to and approval of the previous meeting's minutes
- All motions, including the name of the mover, the name of the seconder, and whether the motion passed or was defeated
- Committee assignments, including the names of committee chairs and members and deadlines
- Main points of any debate or discussion

File Keeper

Keep a copy of the **Club Constitution and the Standard Bylaws for Clubs of Toastmasters International** (Item 210C) on file.

Be familiar with the procedure for amending club bylaws.

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

Certain materials must be kept for specific lengths of time.

MATERIAL	LENGTH OF TIME
Club Constitution and the Standard Bylaws for Clubs of Toastmasters International (Item 210C) (including amendments)	always
Articles of Incorporation and Bylaws of Toastmasters International	
Club policies	
Club charter	always
Distinguished Club Program performance reports	always
Meeting minutes and attendance records	always
Legal correspondence	
Controversial correspondence	always
Important correspondence	
Club rosters	always
Cancelled checks	
Bank statements	
Financial statements	7 years
Journals	
Audits	
Internal reports (including officer and committee reports)	3 years
Routine correspondence	3 years

New Officer Reporter

You report new officers to World Headquarters.

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

SECRETARY CHECKLIST

Before Club Meetings

- Post the minutes of the previous club meeting online, and notify club members that the minutes are available for review.
- Prepare for the president a list of actions to be taken during the business meeting, including unfinished business, announcements, and correspondence.
- Update the club's officer list online when necessary.

Upon Arrival at Club Meetings

- Circulate the club's attendance sheet and guest book for members and guests to sign.

During Club, Business, and Executive Committee Meetings

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

COMMON SCENARIOS SECRETARIES FACE

Following are example scenarios you may encounter in your role as secretary and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Education team at World Headquarters (tminfo@toastmasters.org).

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

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

Scenario: It's hard to find the balance between too much and too little detail in the minutes.

Possible solutions: For business meetings and club executive committee meetings, focus mainly on the motions and any information pertaining to the motions. Also, be sure to capture the time and place of the meetings, people present and their positions, assignments for the next week's meeting, and any outstanding issues or tasks that need further discussion.

Scenario: The previous club secretary did not keep the club files in order.

Possible solutions: Track down any necessary documents, including the club charter, constitution and bylaws, minutes, resolutions, and relevant correspondence.

If necessary, use club funds to purchase a portable file caddy or other small filing container to organize your files.

Develop, maintain, and document a simple, effective filing system, and pass it on to your successor.

Secretary Resources

Secretary Essentials (Item 1310M) www.toastmasters.org/1310M

Distinguished Club Program and Club Success Plan (Item 1111)

PDF version

www.toastmasters.org/1111

www.toastmasters.org/1111_DCP

Guest Book (Item 84)

www.toastmasters.org/84

Club officer list

www.toastmasters.org/memberlogin

Member Lists and Mailing Labels

www.toastmasters.org/memberlists



TREASURER

You are the club's chief accountant. You manage the club's bank account, writing checks as approved by the executive committee and depositing dues payments and other club revenues. You are also in charge of submitting member dues to World Headquarters, filing necessary tax documents, and keeping timely, accurate, up-to-date financial records for the club.

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

Stay current on all new developments via the *Leader Letter* and the announcements published on the Toastmasters website.



CLUB CONSTITUTION AND THE STANDARD BYLAWS OF TOASTMASTERS INTERNATIONAL

Toastmasters Club Constitution for Member Clubs, Article VII: Duties of Officers, Section 6

The treasurer is responsible for club financial policies, procedures, and controls. The club treasurer receives and disburses, with the approval of this club, all club funds; pays to Toastmasters International all financial obligations of this club as they come due; and keeps an accurate account of all transactions. The club treasurer shall make financial reports to this club and to the club executive committee quarterly and upon request, and shall transmit the accounts and all undistributed funds to the successor in office at the end of the club treasurer's term.

TREASURER RESPONSIBILITIES

Accountant

You prepare and oversee the club budget.

Create the budget at the beginning of the year in conjunction with the executive committee.

Report on the club budget as needed at club meetings and executive committee meetings.

Manage the club bank account.

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

File necessary paperwork with the Internal Revenue Service if your club is based in the U.S. See **Policies and Protocol**, Protocol 8.2: Fundraising, 3. Tax and Other Legal Requirements.

Transfer club financial information to the incoming treasurer.

Dues Collector

You collect and pay members' dues to World Headquarters. See **Policies and Protocol**, Policy 8.0: Dues and Fees.

Prepare and send out dues statements to members before **August 15** and **February 15**.

Submit all member dues (\$36 per person, or \$27 per person for clubs not assigned to districts) and the renewal list online to World Headquarters no later than **October 1** and **April 1**.

Remind members that if dues are paid late, they might not be eligible for speech contests, education awards, or club recognition in the Distinguished Club Program.

Submit new member applications to World Headquarters with initial dues payments.

Purchaser and Bill-payer

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

Purchase club materials, such as ribbons, lecterns, timing devices, and promotional materials.

Receive and pay bills from World Headquarters.

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

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

POLICIES AND PROTOCOL

Protocol 8.2: Fundraising, 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.

POLICIES AND PROTOCOL

Protocol 8.2: Fundraising, 2. Fundraising Activities

- A. Clubs may 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. Areas, divisions and districts may not conduct these programs.
- 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.

TREASURER CHECKLIST

Before Club Meetings

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

During Club Meetings

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

Outside Club Meetings

- Reconcile deposits, expenditures, and cash on hand each month.
- If your club is within the U.S., file form 990-N with the Internal Revenue Service by **May 15** for the previous year.
- If your club is located within the state of California, file the 199N with the Franchise Tax Board by **May 15** for the previous year.

Tax Filings

- **For all U.S. clubs only:** If your gross receipts, including all types of receipts such as membership dues and fundraising, are \$50,000 or less, you will need to file form 990N by **May 15** for the previous year. If you have more than \$50,000 of gross receipts or more than \$1,000 in unrelated business income, please email 990N@toastmasters.org since you may be subject to other filing requirements.
 - **For all California clubs only:** You will need to file form 199N by **May 15** for the previous year.
- Both the 990N and 199N are filed electronically and typically only take 10 to 15 minutes to complete. Failure to file will ultimately jeopardize your club's tax-exempt status and subject your receipts to income taxes.

- If your club is outside the U.S., consult a tax advisor to ascertain your government's tax regulations.
- Issue checks to cover club expenses.
- Receive all bills and other financial correspondence for the club.
- Prepare for the audit committee near the end of your term of office.

Items to Prepare for the Audit Committee

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

CLUB EXPENSES

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

COMMON SCENARIOS TREASURERS FACE

Following are example scenarios you may encounter in your role as treasurer and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Education team at World Headquarters (tminfo@toastmasters.org).

Scenario: A member submits his dues to the club on time. The member has a receipt proving that he paid dues to the club. However, as treasurer, you submit dues to World Headquarters late; as a result, the member is disqualified from a speech contest.

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

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

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

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

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

Treasurer Resources

Distinguished Club Program and Club Success Plan (Item 1111)

PDF version

www.toastmasters.org/1111

www.toastmasters.org/1111_DCP

Success/Communication and
Success/Leadership series

www.toastmasters.org/successprograms

Submitting Club Dues

www.toastmasters.org/memberlogin

Member Lists and Mailing Labels

www.toastmasters.org/memberlists

▲ SERGEANT AT ARMS

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

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

Stay current on all new developments via the *Leader Letter* and the announcements published on the Toastmasters website.

CLUB CONSTITUTION AND THE STANDARD BYLAWS OF TOASTMASTERS INTERNATIONAL

Toastmasters Club Constitution for Member Clubs, Article VII: Duties of Officers, Section 7

The sergeant at arms is responsible for club property management, meeting room preparation, and hospitality. The sergeant at arms chairs the social and reception committee.

SERGEANT AT ARMS RESPONSIBILITIES

Club Properties Custodian

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

- Arrive early to set up the meeting space.
- Stay late to dismantle and clear the meeting space.
- Stow all club properties.
- Leave the meeting room the way you found it.
- Order new supplies as necessary.

Club Meeting Coordinator

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

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

Common Meeting Changes

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

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

SERGEANT AT ARMS CHECKLIST

Before Club Meetings

- Confirm meeting room reservations a few days before the meeting.
- Ensure that plenty of blank ballots are available for voting for Best Speaker, Best Evaluator, and so on.

BASIC CLUB SUPPLIES

- Ribbons
- Ballots and brief evaluations
- Timing device
- Banner
- Lectern

Upon Arrival at Club Meetings

- Arrange the meeting room and equipment at least 30 minutes before the meeting begins, so the meeting starts on time.
- Arrange tables and chairs.
- Set out the lectern, gavel, club banner, (optionally) the national flag, timing lights, ballots, trophies, and ribbons.
- Place a table near the door to display promotional brochures, name tags, the **Guest Book** (Item 84), Toastmasters **Product Guide** (Item 1205), **Order Forms** (Item 1205A), and educational materials such as manuals, club newsletters, and the **Toastmaster** magazine for members to see.
- Check the room temperature, and adjust it if the room is too hot or too cold.
- Ask all guests to sign the **Guest Book** (Item 84), and give each a name tag to wear during the meeting.

During Club Meetings

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

After Club Meetings

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

▲ ▲ COMMON SCENARIOS SERGEANTS AT ARMS FACE

Following are example scenarios you may encounter in your role as sergeant at arms and suggestions for how to resolve them. As you successfully respond to your own experiences in this role, be sure to share them with the Education team at World Headquarters (tminfo@toastmasters.org).

Scenario: It's difficult to find the time to arrive early and set up the club meeting when time is limited, especially at lunchtime meetings.

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

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

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

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

Work with the president and vice president public relations to tell everyone about the new location as soon as possible.

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

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

Canceling the meeting should be a last resort.

Sergeant at Arms Resources

Sergeant at Arms Essentials

(Item 13100)

www.toastmasters.org/13100

Distinguished Club Program and

Club Success Plan (Item 1111)

PDF version

www.toastmasters.org/1111

www.toastmasters.org/1111_DCP

Ordering club supplies

www.toastmasters.org/shop

Ballots and Brief Evaluations

(Item 163)

www.toastmasters.org/163

Rolling Cart (Item 6697)

www.toastmasters.org/6697

THE DISTINGUISHED CLUB PROGRAM

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

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

▲ DCP REQUIREMENTS

The DCP is an annual program, running from July 1 through June 30. The program consists of 10 goals your club should strive to achieve during this time. World Headquarters tracks the progress of your club toward these goals throughout the year, sending quarterly progress reminders to club presidents.

Updated reports are posted weekly on the Toastmasters International website at www.toastmasters.org/members.

At year-end, World Headquarters calculates the number of goals the club achieved and recognizes those who achieve Distinguished Club, Select Distinguished Club, and President's Distinguished Club status, based on the number of goals achieved and the number of members it has.

Distinguished Club Program Goals

- | | |
|---|--|
| 1. Two members earn Competent Communicator awards | 6. One more member earns Competent Leader, Advanced Leader, or Distinguished Toastmaster recognition |
| 2. Two more members earn Competent Communicator awards | 7. Four members join |
| 3. One member earns an Advanced Communicator award | 8. An additional four members join |
| 4. A second member earns an Advanced Communicator award | 9. A minimum of four club officers are trained during each of two training periods |
| 5. One member earns Competent Leader, Advanced Leader, or Distinguished Toastmaster recognition | 10. One membership dues renewal report and one club officer list are submitted on time |

In addition, your club must meet a membership requirement. At year-end, it must have:

- At least 20 members OR
- A net growth of at least five new members

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

Distinguished Club Resources

Distinguished Club Program and Club Success Plan (Item 1111)

PDF version

www.toastmasters.org/1111

www.toastmasters.org/1111_DCP

Distinguished Club Program Goals

(Item 1111C) wall chart

www.toastmasters.org/1111C

“Why You Should Care about the DCP”

Toastmaster magazine, October 2010

Checking club status

www.toastmasters.org/members

QUALITY CLUB MEETINGS

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 follow 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.

SPECIAL MEETINGS FOR PREPARED SPEECHES

Clubs should meet weekly to allow the most speaking opportunities for members. 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 solely to manual speeches. These meetings are often called “speakathons,” “speech marathons,” or “speakouts.” 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. Members are limited to one speech at any meeting for credit toward any education award. Districts, including areas and divisions, may not organize this type of meeting for clubs and clubs may not invite members from other clubs to participate in these meetings.

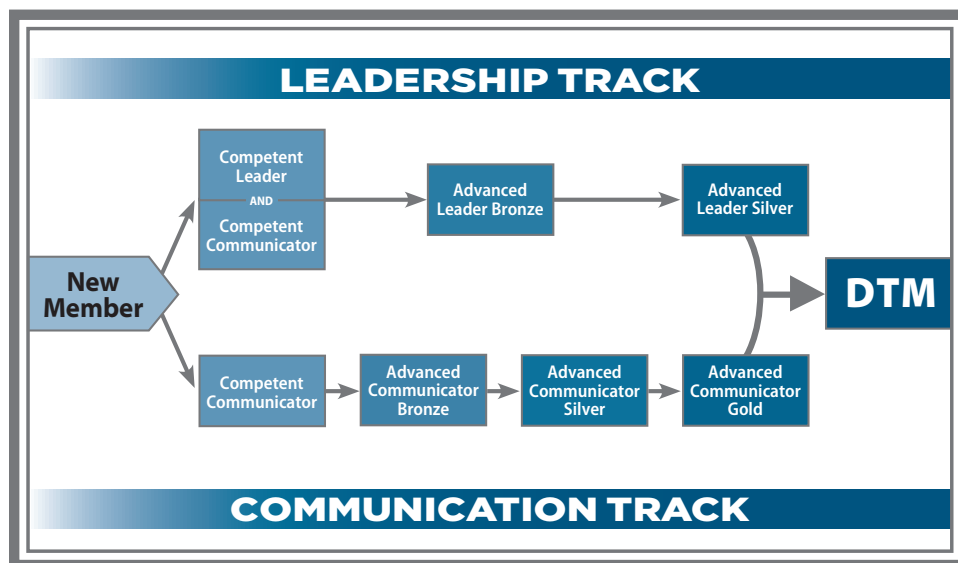
Healthy Club Guidelines

- 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.
-

TOASTMASTERS EDUCATION PROGRAM

The education program is the heart of every Toastmasters club. It provides members with a proven curriculum to develop communication and leadership skills one step at a time, with many opportunities for awards and recognition along the way. The communication and leadership tracks are not mutually exclusive; members may participate in both at the same time.

THE TOASTMASTERS EDUCATION PROGRAM



COMMUNICATION TRACK

Members who wish to focus on communication skills begin with the **Competent Communication** (Item 225) manual that is included in the New Member Kit. The 10 speech projects in this manual help members develop speaking skills one step at a time. Members may progress to manuals in the **Advanced Communication Series** (Item 226Z) after they have completed the **Competent Communication** (Item 225) manual.

COMMUNICATION TRACK AWARDS

Competent Communicator

Once members finish all of the projects in their **Competent Communication** (Item 225) manuals, they are eligible for Competent Communicator (CC) recognition. The vice president education helps them complete the CC application in their manuals and submit it to World Headquarters at www.toastmasters.org/memberlogin. (Applications can also be emailed, faxed, or mailed.)

Members then receive their CC certificates. If this is a member's first CC award, she may select two **Advanced Communication Series** (Item 226Z) manuals free of charge. If the Competent Communicator requests it, World Headquarters sends a letter about her accomplishment to her employer.

ADVANCED COMMUNICATION SERIES MANUALS

After receiving the Competent Communicator award, a member may begin the *Advanced Communication Series* (Item 226Z). The 15 manuals in this series, each containing five speech projects, offer practical experience in handling a variety of speaking situations. Manual descriptions and prices are available on the online store. Get commitment from Competent Communicators to earn Advanced Communicator Bronze awards within one year, and get commitment from Advanced Communicators Bronze and Advanced Communicators Silver to earn the next award within one year.

Advanced Communicator Bronze

Competent Communicators who complete two manuals in the *Advanced Communication Series* (Item 226Z), are eligible for the Advanced Communicator Bronze (ACB) award.

Applicants receive an ACB certificate, and, if they wish, World Headquarters sends a letter about the accomplishment to their employers.

Advanced Communicator Silver

Advanced Communicators Bronze who complete two manuals in the *Advanced Communication Series* (Item 226Z) and conduct two presentations from *The Better Speaker Series* (Item 269) and/or *The Successful Club Series* (Item 289) are eligible for the Advanced Communicator Silver (ACS) award.

Applicants receive the ACS certificate, and, if they wish, World Headquarters sends a letter about the accomplishment to their employers.

Advanced Communicator Gold

In order to be eligible for the Advanced Communicator Gold (ACG) award, Advanced Communicators Silver must carry out three tasks: 1) complete two manuals in the *Advanced Communication Series* (Item 226Z), 2) conduct a seminar from the *Success/Leadership Series*, the *Success/Communication Series*, or a *Youth Leadership Program* (Item 811), and 3) coach a new member with his first three speech projects.

Applicants receive an ACG certificate, and, if they wish, World Headquarters sends a letter about the accomplishment to their employers.

Communication Track Resources

Communication Track	www.toastmasters.org/commtrack
List of Advanced Communication manuals	www.toastmasters.org/acprogram
Competent Communicator application	www.toastmasters.org/CCapplication
Advanced Communicator application	www.toastmasters.org/ACapplications
<i>Success/Communication</i> and <i>Success/Leadership</i> series	www.toastmasters.org/successprograms

LEADERSHIP TRACK

Members who wish to focus on leadership skills begin with the **Competent Leadership** (Item 265) manual that's included in the New Member Kit. Members serve in club meeting roles and leadership roles to learn and develop such skills as planning, motivating, and managing.

LEADERSHIP TRACK AWARDS

Competent Leader

Members who complete the 10-project **Competent Leadership** (Item 265) manual are eligible for Competent Leader (CL) recognition. The vice president education helps members complete their CL applications in the manuals and submit them to World Headquarters at www.toastmasters.org/memberlogin. (Applications can also be emailed, faxed, or mailed.)

Applicants receive a CL certificate, and, if they wish, World Headquarters sends a letter about the accomplishment to their employers.

Advanced Leader Bronze

Toastmasters who wish to earn the Advanced Leader Bronze (ALB) award must accomplish the following.

Earning the Advanced Leader Bronze Award

- Achieve Competent Leader recognition by completing the **Competent Leadership** (Item 265) manual
- Achieve Competent Communicator recognition
- Serve at least six months as a club officer (president, vice president education, vice president membership, vice president public relations, secretary, treasurer, or sergeant at arms)
- Participate in the preparation of a **Club Success Plan** (Item 1111) while serving in this office
- Participate in district-sponsored club officer training while serving in this office
- Conduct any two presentations from **The Successful Club Series** (Item 289) and/or **The Leadership Excellence Series** (Item 310)

Applicants receive an ALB certificate, and, if they wish, World Headquarters sends a letter about the accomplishment to their employers.

HIGH PERFORMANCE LEADERSHIP

The *High Performance Leadership* (Item 262) program features five projects offering instruction and practice in such vital leadership areas as developing a vision, goal-setting and planning, developing plans and strategies, and teambuilding. It also gives members feedback on their leadership skills. The program may be completed within a member's Toastmasters club, area, or district, and even within his or her company or community. The member receives a certificate of completion.

Advanced Leader Silver

Toastmasters who wish to earn the Advanced Leader Silver (ALS) award must accomplish the following.

Earning the Advanced Leader Silver Award

- Achieve ALB recognition
- Serve a complete term as a district leader (district governor, lieutenant governor, public relations officer, secretary, treasurer, division governor, or area governor).
- Complete the *High Performance Leadership* (Item 262) program
- Serve successfully as a club sponsor, mentor, or coach

A complete term as a district leader is service from September 1 through June 30. Anyone assuming office after September 1 does not qualify as having served a full term.

Applicants receive an ALS certificate and, if they wish, World Headquarters sends a letter about the accomplishment to their employers.

Distinguished Toastmaster

The Distinguished Toastmaster (DTM) award is the highest education award Toastmasters International bestows, and it recognizes both communication and leadership skills. To be eligible for the DTM award, a member must have achieved both ACG and ALS recognition.

Members who earn the DTM award receive a plaque and are mentioned in the *Toastmaster* magazine's Hall of Fame. If applicants wish, World Headquarters sends a letter to their employers about their achievement.

Leadership Track Resources

Leadership Track	www.toastmasters.org/leadtrack
Competent Leader application	www.toastmasters.org/CLapplication
Advanced Leader and Distinguished Toastmaster application	www.toastmasters.org/ALDTMapplications

EARNING MULTIPLE EDUCATION AWARDS

Each time a Toastmaster wishes to complete the series of awards on the communication track (ACB, ACS, and ACG), he or she must complete two new *Advanced Communication Series* (Item 226Z) manuals for each award. This means that each time a member earns an ACG award, he or she must have completed six different *Advanced Communication Series* (Item 226Z) manuals—two for ACB, two for ACS, and two for ACG.

Each time a Toastmaster wishes to repeat an award on the communication track, he or she may repeat the manuals used for a previously earned communication award. For example, if a member completed *The Entertaining Speaker* (Item 226A) and *Speaking to Inform* (Item 226B) for her first ACB, she may repeat these manuals for credit towards a second ACB or any other communication award she wishes to repeat.

A member cannot repeat any **Advanced Communication Series** (Item 226Z) manuals while working toward a single award (ACB, ACS, ACG). So, for example, the member may not complete **The Entertaining Speaker** (Item 226A) twice for the same ACB.

SUBMITTING EDUCATION AWARD APPLICATIONS

It is the responsibility of the vice president education to submit education award applications to World Headquarters. When a member has fulfilled the requirements for an award, meet with that member right away and help fill out the appropriate award application.

Current club officers can submit award applications online through the Toastmasters International website www.toastmasters.org/memberlogin. (Applications can also be emailed, faxed, or mailed.) Applications are included in each advanced manual and online at www.toastmasters.org/commtrack and www.toastmasters.org/leadtrack.

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

Award Requirements

- An applicant must be a current member at the time the application is received by World Headquarters. Current members are those whose dues for the current dues period have been received at World Headquarters and whose names appear on the club membership roster submitted to World Headquarters.
- The vice president education must sign all award applications. If the vice president education is unavailable, or if the application is for the vice president education, another current club officer may sign it.

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

Certificates are mailed five to seven working days after the application is received.

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

Education Program Resources

Educational Program www.toastmasters.org/educprogram

Submitting member award applications www.toastmasters.org/members

Member Achievement Record
(PDF) (Item 1328) [www.toastmasters.org/MemberAchievement Record](http://www.toastmasters.org/MemberAchievementRecord)

Educational Program FAQ www.toastmasters.org/edfaq

CLUB FINANCE

BUDGET

The club executive committee develops a budget each year.

Typical Club Expenses

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

TYPICAL CLUB REVENUE

- Membership dues
- Donations
- Fundraising

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

▲▲ CLUB BANK ACCOUNT

Clubs that have a bank account must use the EIN specific to the club in order to open a bank account. Club funds should never be mingled with an individual's funds.

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

Advise the bank that Toastmasters International is a nonprofit, tax-exempt organization. Some banks waive fees for such entities.

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

▲▲ AUDIT

INSTRUCTIONS FOR THE AUDIT COMMITTEE

Review the **Club Constitution and the Standard Bylaws for Clubs of Toastmasters International** (Item 210C), club policies, and current budget to obtain a general understanding of the club's operations and how club funds should be used.

Confirm that the authorized signers on the club's bank account are current club officers. For U.S. clubs, confirm with a current club officer that the club has an Employer Identification Number (EIN). A club's EIN is available on the Toastmasters website in Club Central.

▲ Bank Statements, Invoices, and Checks

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

Confirm that all checks are accounted for, and note which, if any, are outstanding. Verify that the bank statements and checkbook have been reconciled monthly.

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

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

Club Income

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

Randomly select a few of these items and verify that the proper funds were received and documentation was filed. For example, if 23 members paid membership dues to the club, confirm that the amounts received were correct and that the dues renewal invoice sent to World Headquarters reflected the correct dues payment for all 23 members. Likewise, compare the amounts on the Applications for Membership sent to World Headquarters to the checks received from the members and the account statements received from World Headquarters and confirm that the amounts match.

Club Expenses

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

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

Assets

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

Report

Follow up with the treasurer if you have questions about any documentation. Bring any unresolved questions or concerns about improper activity to the club president.

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

TAXES

Each year, U.S. clubs, including corporate clubs in the U.S., are required to file the 990N form electronically with the Internal Revenue Service in order to keep their 501(c)(3) nonprofit status. Toastmasters clubs are included under Toastmasters International's group exemption. See the Appendix for more details about filing club taxes.

THE AUDIT COMMITTEE

About one month before the club president's office term ends, he or she appoints a committee of three members (excluding the treasurer) to audit the club's finances. This committee reports its findings to the club and includes it in the club's permanent records.



LIABILITY INSURANCE

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

Club Finance Resources

Fundraising

www.toastmasters.org/fundraising

Financial information for club business

www.toastmasters.org/financialresources

U.S. Federal tax questions

irsquestions@toastmasters.org

Other financial questions

financequestions@toastmasters.org

PUBLIC RELATIONS AND MARKETING

ONLINE COMMUNICATION TOOLS

MEMBERS' WEBSITE

At www.toastmasters.org/members is a wealth of information, including reports, articles, PDF publications, and supplies.

In order to use many of the features of the Toastmasters members' website, register and log in. To do so, simply visit the member site, click the **Login** link at the top of the page, and follow the directions.

Business on the Members' Website

- Check the club's status in the Distinguished Club Program
- Shop for necessary items from the online store
- Download free resources, including electronic manuals
- Read back issues of the *Toastmaster* magazine

Club Central

Because you are a club leader, when you log in to the Toastmasters website, you have access to the **Club Central** button.

Business on Club Central

- Submit applications, dues, and fees for club members
- View and update club leader information
- Update the club mailing address
- Apply for educational awards for club members

SOCIAL MEDIA SITES

Many resources are available for club leaders in the social media sphere.

LinkedIn

Join the Official Toastmasters International Members Group to connect with other Toastmasters and discuss problems, solutions, and successful strategies. Use the Official Toastmasters International Group to connect with members and non-members.

Facebook

The Official Toastmasters International Members Group is on Facebook, and many club and district groups are available, too. The Official Toastmasters International Fan Page is on Facebook and is open to members and non-members.

Twitter

Follow @Toastmasters for news and helpful advice and links to newsworthy articles on clubs, leadership, communication, and more.

Meetup

Many clubs use Meetup.com as an effective tool to connect with potential members.

YouTube

Post originally created videos of your club and check out what other clubs around the world are doing on YouTube.com Channel keyword search: Toastmasters International.

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.



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

Public Relations and Marketing Resources

Community and company activities

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

Branding

www.toastmasters.org/vbp

CLUB EVENTS

CLUB OFFICER ELECTIONS

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

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



POLICIES AND PROTOCOL

Protocol 9.0 District Campaigns and Elections, 7. District Proxies

- A. District proxies and voting are governed by the District Administrative Bylaws, Article X, Sections (d) and (e).
- 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.
- D. Proxies are valid only for in-person meetings.



THE NOMINATING COMMITTEE

The nominating committee selects candidates for each of the club offices. The club president appoints a nominating committee of three active members at least two weeks before club elections. The immediate past club president is the committee chair, unless the best interests of the club require otherwise.

NOMINATION

At least two weeks before elections, appoint a nominating committee. Any current active member of the club is eligible to run for office and members may run for more than one office. Offices to be filled are president, vice president education, vice president membership, vice president public relations, secretary, treasurer (or secretary/treasurer), and sergeant at arms.

All positions should be filled if possible. However, a club must have a minimum of three officers: the president, a vice president, and the secretary or secretary/treasurer. Each of these offices must be held by three different people.

The nominating committee may consider active members who have announced their desire to serve in office. It may also seek out qualified candidates. A member may only be placed on the nominating committee's report if he or she has consented to the nomination. The committee's report is presented at the club meeting prior to the election. Additional nominations may be made from the floor.

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

THE ELECTION PROCESS

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

The Election Process



1. Accept nominations for the office of president.
2. Ask for seconding speeches. Any member may stand to second the nomination and give a short speech (usually two minutes) on the qualifications of the nominee. Seconding speeches are given in alphabetical order by candidates' last names.
3. Ask the nominee if he would accept the position if elected. Allow the nominee two minutes to speak on his own behalf.
4. Ask for additional nominations for the office of president. If others are nominated, repeat steps 2, 3, and 4 for each nominee.
5. Entertain a motion to close the nominations for the office of president. This requires a second and a vote.
6. Instruct everyone to cast their ballots. If there is only one nominee, entertain a motion that the secretary be instructed to cast a single ballot on behalf of the candidate. This must be seconded and voted upon. If more than one candidate is nominated, hold a secret ballot.
7. Ask two people to tally the votes.
8. Announce the winner.

Note: If the vote is tied, the election is determined by a coin toss.

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

ELECTION FREQUENCY



The **Club Constitution and the Standard Bylaws for Clubs of Toastmasters International** (Item 210C) states that clubs that meet weekly may elect officers annually or semiannually. Clubs that meet less frequently than weekly must elect officers annually. Annual office terms must run from July 1 through June 30; semiannual terms run from July 1 through December 31 and January 1 through June 30.

Club presidents elected for a term of one year may not be re-elected for a successive term. Club presidents elected for a term of a half-year may be re-elected for one successive term of a half-year. No president may serve more than 12 consecutive months.

VACANCIES



Any vacancy in office, except for the immediate past club president, must be filled by a special election held at the next meeting following the announcement of the vacancy.

CLUB OFFICER INSTALLATION

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

Installation Materials

- **President's Pin** (Item 5801)
- **Past President's Pin** (Item 5808)
- **Officer Pins** (Items 5813, 5814, 5815, 5805, 5806, and 5807)
- **Club Officer Pin Set** (Item 5801Z)
- **Gavel** (Item 375)
- **Club President Award** (Item 1968)
- **Manuals for all incoming officers** (Item 1310)
- Tokens of appreciation to present to your outgoing officers

CLUB SPEECH CONTESTS

Twice per year, every Toastmasters club has the opportunity to participate in two official speech contests. Each of these contests begins at the club level, and winners of the club contest may then proceed through the area, division, and district level. As part of the International Speech Contest, winners at the district level proceed to the semifinals at the International Convention, and winners of the semifinal round then proceed to the World Championship of Public Speaking, also held at the International Convention.

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

▲ THE ROLE OF THE VICE PRESIDENT EDUCATION

The vice president education plays a key role in the club speech contest.

The Vice President Education's Role in Club Speech Contests

- Contacts the district to learn which speech contests the club is scheduled to be involved in this year
- Communicates the dates of the area, division, and district speech contests to the club, and schedules the club speech contests accordingly
- Asks for volunteers to serve as contest chair and chief judge
- Serves as the club's expert on the entire contents of the ***Speech Contest Rulebook*** (Item 1171)
- Ensures that the names of the winners and second-place alternates are forwarded to the area contest chair

OTHER LEADERSHIP OPPORTUNITIES

Though the vice president education is responsible for oversight of the club's speech contests, there are other leadership opportunities that members may take advantage of to advance their educational goals.

Contest Chair

Perhaps the most important of these is the role of contest chair, for which members may receive credit in Project 10 of *Competent Leadership* (Item 265). For a complete description of the role of the contest chair, see the *Speech Contest Rulebook* (Item 1171). A vice president education may take on the role of contest chair, but this is not required. In fact, if another qualified member wants to be contest chair, so much the better. This frees the vice president education to manage the club's speech contest from a more strategic vantage point, and it gives another member the opportunity to advance in the *Competent Leadership* (Item 265) manual.

Helping to Organize a Speech Contest

Note that Project 6 of *Competent Leadership* (Item 265) also includes a way for members to progress in the manual by helping to organize a club speech contest. Using planning and delegation skills, the vice president education can not only enlist help in organizing a good speech contest, but also help members achieve their Competent Leader award, which helps the club enhance its standing in the Distinguished Club Program.

MEMBER ELIGIBILITY

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

Though it's the primary responsibility of the contest chair to verify eligibility, the vice president education can assist by sharing his or her knowledge of the speech contest eligibility rules, and ensuring that the club follows them. Failure to do so often leads to disappointment later in the contest cycle, when successful contestants learn that they must step down due to ineligibility at the club level.

Speech Contest Resources

Speech Contest Rulebook

(Item 1171)

Digital version

Frequently asked questions

Speech contest kits

www.toastmasters.org/1171

www.toastmasters.org/1171DCD

www.toastmasters.org/speechcontestfaq

www.toastmasters.org/speechcontestkits

APPENDIX



IRS 990-N Filing Requirement for All U.S. Clubs

Please read the instructions thoroughly before beginning the filing process. The entire process should take less than 15 minutes to complete.

If your club has questions about filing the 990-N e-Postcard, please email World Headquarters at 990N@Toastmasters.org.

Small tax-exempt organizations whose gross receipts are normally \$50,000 or less must file the 990-N e-Postcard. The Pension Protection Act of 2006 added this filing requirement to ensure that the IRS and potential donors have current information about your organization.

Due Date

The e-Postcard is due no later than May 15. The accounting period for Toastmasters International and its subsidiaries is January 1 – December 31.

How to File

Click IRS **990-N e-Postcard** to file the e-Postcard through the IRS's trusted partner, Urban Institute. The form must be completed and filed electronically. There is no paper form.

Step 1: Register as a New User with Urban Institute

Register with Urban Institute to obtain a login ID. If you registered previously, you already have a login ID.

To Register:

1. Click on **Register as a New User**.
2. Click **Next**.
3. From the **Login ID Type** drop-down menu, select Exempt Organization.
4. Enter the **Organization EIN**, which is the club's nine-digit FEIN. Enter the first two digits in the first box and the remaining seven digits in the second box.
5. Click **Next**.
6. Create a password. Verify your password by entering it again in the next field. Make a note of the password you create because you will need it to log in.
7. Enter your first name, last name, email address and phone number.
8. Click **Next**.
9. Exit out of this screen. You will be taken back to this website upon receiving your login ID. [see below]

Within five minutes of registering, epostcard@urban.org will email your login ID to the address you submit. Check your spam folder if the email does not arrive shortly after registering.

When you open the email from epostcard@urban.org, click on the blue hyperlink. This will take you to the Urban Institute's website where you can continue with the e-Postcard by entering the password that you created in Step 1.

1. Enter your login ID and the password you created.
2. Click **Next**.
3. When the message, "Congratulations, your login ID has been activated," appears, click **Create your Form 990-N (e-Postcard) Now**.

Step 2: Complete the Organization Information

Complete the organization information as follows:

1. **Has your organization terminated or gone out of business?** Enter **No**.
2. **Are your gross receipts normally \$50,000 or less?** Enter **Yes** if this is true. If your club's gross receipts are higher than \$50,000 please contact 990N@Toastmasters.org. Your club may not be eligible to file the 990-N.
3. **Organization's legal name** - "Toastmasters International" should already appear.
4. **Federal employer identification number (FEIN):** Enter the club's FEIN.
5. **Enter the DBA name:** Enter your club's number and name.
6. **Organization's mailing address:** Enter the club's primary mailing address.
7. **Country:** If "United States" doesn't already appear, enter it.
8. **Number and street:** Enter the street address of the club's primary mailing address.
9. **City or town:** Enter the city or town of the club's primary mailing address.
10. **State:** Enter the state of the club's primary mailing address.
11. **ZIP or Postal Code:** Enter the ZIP or postal code of the club's primary mailing address.
12. **Organization's website address, if applicable:** If the club would like to list its club website, do so here.

Step 3: Complete the Principal Officer Information

Complete the principal officer information as follows:

1. **Type of name:** Select **Person** from the drop-down menu.
2. **Person name:** Enter the name of the club president.
3. **Country:** If "United States" doesn't already appear, enter it.
4. **Number and street:** Enter the street address of the current club president.
5. **City or town:** Enter the city or town of the current club president.
6. **State:** Enter the state of the current club president.
7. **ZIP or Postal Code:** Enter the ZIP or postal code of the current club president.
8. Click **Save Changes** and review the information for accuracy.
9. Click **Submit Filing to IRS**.
10. Click **OK** to save the data and submit it to the IRS.

Confirmation Page

Within 30 minutes of submitting the e-Postcard, you will receive an email from the IRS indicating whether your e-Postcard was accepted or rejected.

When accepted, forward the e-Postcard confirmation to the Tax and Regulation team at 990N@Toastmasters.org. **Toastmasters International is not affiliated with the IRS. Therefore, World Headquarters is unaware that you have filed unless you forward the e-Postcard to this address.**

Frequently Asked Questions

What if my club's fiscal year-end date on file with the IRS is not December 31?

Email the Tax and Regulation team at 990N@Toastmasters.org. Be sure to include the club number and name in the email. Do not follow the IRS instructions for correcting the fiscal year-end date. World Headquarters will correct it for you. The fiscal year-end date for all clubs is December 31.

Do corporate clubs need to file the 990-N e-Postcard?

Yes. Corporate clubs fall under the group exemption for Toastmasters International and are expected to use the FEIN assigned to the club. Do not file using the corporation's FEIN, because this could result in the club losing its tax-exempt status with the IRS.

How can I view filings from previous years for my club?

Follow the instructions in Step 1 of this document. Log in to Urban Institute and click **View/Edit Existing e-Postcard** located in a yellow box on the right side of the screen. You can also view the status of your club's e-Postcard for the current year. The 990-N can be printed for any year that the club filed on this page.

Can my club's tax-exempt status be revoked?

Yes. In 2011, the IRS began revoking the tax-exempt status of non-profit organizations that failed to file the 990-N for three consecutive years. If your club receives a notice from the IRS stating the tax-exempt status has been revoked, please notify World Headquarters at 990N@Toastmasters.org. The club officers will need to complete and submit Form 1023 within 15 months after receiving notification of the club's revoked status from the IRS. A fee of at least \$100 will be charged to reinstate the club's tax-exempt status.

CLUB OFFICER INSTALLATION SCRIPT

After new officers are elected the outgoing club president arranges an installation ceremony. The entire ceremony takes 12 to 15 minutes, and takes place toward the end of the regular club meeting or as a special event.

Installation Ceremony Items

- President's pin (Item 5801)
- Past president's pin (Item 5808)
- Officer pins (Items 5813, 5814, 5815, 5805, 5806, and 5807)
- Gavel (Item 375)
- Club President Award (Item 1968)
- Manuals for all incoming officers (Item 1310)

Visit the online store (www.toastmasters.org/shop), for tokens of appreciation to present to your outgoing officers.

Whoever conducts the ceremony (the installing officer) may use the following script or create one.

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

Next, the installing officer calls the incoming officers forward and asks that they stand, in the following order, to the right of the lectern: sergeant at arms, treasurer, secretary, vice president public relations, vice president membership, vice president education, and president.

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

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

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

The installing officer asks the sergeant at arms to pass the gavel to the next person and repeats this procedure for the treasurer, secretary, vice president public relations, vice president membership, and vice president education. The incoming president is installed last with the following special presentation:

"Toastmaster **[insert incoming president's name here]**, having been elected the president of Club **[insert club name here]**, you are its chief executive officer and are expected to preside at all club meetings and at all regular and special meetings of your executive committee.

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

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

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

The incoming club president responds, "I will."

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

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

The club members reply, "We will."

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

The installing officer and immediate past president leave the lectern. The new president takes charge of the meeting. At this time, the new president presents the **Past President's Plaque** (Item 1968) to the outgoing president. The new president then gives a three-minute speech, outlining the goals for his or her term.

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www.toastmasters.org