




**TOASTMASTERS**  
INTERNATIONAL®

**When You Are the**

# Vice President Education

**A Guide to  
Effective Club  
Leadership**



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A Guide to Effective Club Leadership

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**TOASTMASTERS**  
INTERNATIONAL®

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## The Mission of the Club

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

## The Mission of Toastmasters International

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

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

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



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Being a Toastmaster means more than simply making a commitment to self-development. Everyone who joins a Toastmasters club is making a commitment to the club, to its members, and to the organization as a whole.

### **A Toastmaster's Promise**

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

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



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# You Are the Vice President Education

The office of vice president education (VPE) is a critical office in a Toastmasters club. It's your responsibility to make sure that the club provides a positive, supportive environment for members.

Your main duties include:

- Planning club meetings
- Promoting participation in the educational program
- Orienting new members to the Toastmasters program
- Taking part in the governance of Toastmasters International at district council meetings and at the Annual Business Meeting, either in person or by proxy
- Encouraging members to progress through the educational program
- Keeping track of members' educational progress
- Administering speech contests
- Developing interesting and informative meeting programs
- Ensuring every member has the support he or she needs to achieve his or her goals

This manual contains the basic information you need to fulfill the role of vice president education. In it you will find:

- An outline of the standards for vice president education
- Detailed explanations of how to meet these standards
- Leadership techniques you can use to meet these standards
- A calendar with important dates
- Access to the tools and resources available to ensure a successful term of office and a successful club (in the Appendix)

# Standards for Success

Each club officer must meet performance standards. These standards aid officers in understanding their roles and help club members know what they should expect from officers.

A vice president education must:

## ***At the Club Meeting***

- Assign each new member to be a Table Topics™ participant at the first meeting after joining, to a meeting role at their third meeting or earlier, and to give the Ice Breaker manual project at their fourth meeting or sooner
- Ensure a club member conducts *The Successful Club Series* presentations, “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
- Monitor club performance quarterly in cooperation with the club president
- Initial members’ Project Completion Records and ensure eligible members fill out their award applications
- Preside over the meeting when the president is absent

## ***Outside of the Club Meeting***

- Attend district-sponsored club officer training
- Plan club meetings, completing schedules and assignments at least three weeks in advance and confirming each schedule five to seven days before the meeting
- Promote participation in the educational program
- Get commitment from members to earn the next level of achievement and track their progress toward these awards
- Orient new members to the Toastmasters program within two meetings after they join

- Assign a mentor to every new member
- Attend club executive committee meetings and preside when the president is absent
- Attend district council meetings and vote the club’s proxy
- Vote at the International Business Meeting
- Administer speech contests
- Arrange for a replacement if you are unable to attend a club or executive committee meeting
- Prepare your successor for office

## **Club Officer Training**

Every June, July, and August, as well as December, January, and February, your district conducts club officer training. Training includes a review of each officer’s responsibilities and tips for fulfilling them. It also allows you to meet officers from other clubs and provides an opportunity to share ideas and keep up on current information. Contact your district lieutenant governor education and training (LGET) or visit your district Web site for information about the next training workshop. Links to district Web sites are available at [www.toastmasters.org/distwebsitelist](http://www.toastmasters.org/distwebsitelist).

Another excellent resource for learning how to fulfill your duties is to ask the outgoing VPE to share as much advice and information as possible. You may even ask the outgoing officer if you can observe him or her over several weeks.



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## Plan Club Meetings

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Even before your term officially begins, you'll need to be ready to work right away. The first step toward planning a great club meeting is to determine if the club is meeting members' needs.

Ask every member to complete the *Member Interest Survey* (Item 403). Use the completed surveys to create an educational plan for the club. Have members fill out the survey several times during the year so you and your committee can modify your club's educational plan if needed.

### Meeting Tips

Create quarterly programs for your entire term as soon as you take office. To develop education programs consider the following:

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

### Meeting Assignments

Top-level meetings must be well-planned and organized. Use the sample schedule in the Appendix and the tips below to help you.

- Schedule meeting assignments at least four weeks in advance.
- Rotate assignments so all club members can participate. Confirm each schedule five to seven days before the meeting.
- Make sure all participants – especially new members – know and understand their duties. (Use the "About Your Club" section of the *Competent Communication* manual to review participants' responsibilities.)

- Assign such roles as Toastmaster or general evaluator to experienced members (the Toastmaster should have completed at least three manual speeches).
- Assign less-experienced members to roles like timer or Ah-Counter.
- Include at least three prepared speeches at each meeting. (If possible, mix speeches from *Competent Communication* and advanced manuals.)
- Schedule alternate speakers for each meeting. (Alternates must be prepared to fill in for a scheduled participant who is unable to attend.)
- Send out program assignment notices (Item 900) or send an e-mail to participants to remind them of their duties.
- Prepare a written agenda for distribution to all club members to keep the club on track and on time. Prepare the agenda yourself or delegate this task to the Toastmaster of the meeting. Sample agendas and program ideas are in the Appendix.

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## Attend Executive Committee Meetings

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The executive committee consists of all seven club officers (president, vice president education, vice president membership, vice president public relations, secretary, treasurer, and sergeant at arms) and the immediate past club president. The club president serves as the committee chairman. The executive committee is in charge of all business and administrative club affairs, such as creating a club budget, completing a Club Success Plan and tracking the club's progress in the Distinguished Club Program (DCP), and overseeing the other club committees such as the reception committee.

All decisions by the executive committee must be approved by the club during the business portion of a club meeting. If the club doesn't approve of an executive committee decision, the decision is invalid.

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## Attend and Vote at Area and District Council Meetings

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You, the club president, and the vice president membership are eligible to vote at area council meetings. You and the president are eligible to vote at the district council. It's important for your club to be represented

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at both the area and district meetings because business is conducted that often affects your club. Attend and participate in these meetings and report any decisions made to your club.

## **Choose Your Leaders**

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

## **Arrange for a Replacement or Assistance**

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Occasionally you may be unable to attend a club meeting. On such occasions, you should arrange for someone – perhaps another club officer or a former vice president education – to carry out your duties.

## **Prepare Your Successor for Office**

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Once your successor is elected, help him or her to assume leadership. Consider how you felt when you first took office. What could your predecessor have done to make your job easier?

Make sure the newly elected vice president education has a copy of this manual, review the standards for the office of vice president education, and remind him or her to attend district-sponsored training.

Encourage the new officer to ask questions as you discuss any unfinished business and turn over any files you may have. Share advice and information as much as possible. You may even suggest the incoming officer observe you over several weeks.

Don't let the success you've helped to build for your club lose momentum.

# Promoting Participation in the Educational Program

The educational program is how members develop their communication and leadership skills. The program is divided into two tracks – a communication track and a leadership track. Members may participate in both tracks at the same time.

As vice president education, you must understand how the Toastmasters educational system works so you can encourage members to earn Competent Communicator (CC), Advanced Communicator (AC), Competent Leader (CL), and Advanced Leader (AL) awards, and monitor their progress. You also must ensure that members understand the educational system. Staging “The Toastmasters Educational Program” presentation from *The Successful Club Series* is an excellent way to review the educational system. You can also direct members to [www.toastmasters.org/membereducation](http://www.toastmasters.org/membereducation) for a thorough explanation of the Toastmasters educational program.

Whenever a member completes a manual speech or other activity required for an award, mark it on the Project Completion Record in the member’s manual, the *Member Achievement Record* (Item 1328), and on one of the wall charts (Items 307, 308, or 309).

## Communication Track

Members who wish to focus on communication skills begin with the *Competent Communication* (CC) manual that’s 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* after they have completed the CC manual.

## Advanced Communication Series Manuals

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

practical experience in handling a variety of speaking situations. Manual descriptions and prices are available in the online store, [www.toastmasters.org/shop](http://www.toastmasters.org/shop). Get commitment from CCs to earn ACB awards within one year, and get commitment from ACB and ACS recipients to earn the next award within one year.

## Communication Track Awards

### Competent Communicator (CC) Award

When a member finishes all of the projects, he or she is eligible for CC recognition. You will help the member complete the CC application in the manual and submit it online at [www.toastmasters.org/clubbusiness](http://www.toastmasters.org/clubbusiness) (or by mail or fax) to World Headquarters. The member receives a CC certificate and, if this is the first CC award the member has earned, he or she may select two *Advanced Communication Series* manuals free of charge. If the member wishes, World Headquarters will send a letter about this accomplishment to their employer.

### Advanced Communicator Bronze (ACB) Award

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

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

The applicant receives an ACB certificate and, if they wish, World Headquarters will send a letter about their accomplishment to their employer.

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### **Advanced Communicator Silver (ACS) Award**

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

- Achieved ACB recognition (or achieved Able Toastmaster award or Advanced Toastmaster Bronze award)
- Completed two additional *Advanced Communication Series* manuals
- Conducted any two presentations from *The Better Speaker Series* and/or *The Successful Club Series*

The applicant receives an ACS certificate and, if they wish, World Headquarters will send a letter about their accomplishment to their employer.

### **Advanced Communicator Gold (ACG) Award**

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

- Achieved ACS recognition (or achieved Able Toastmaster Bronze award or Advanced Toastmaster Silver award)
- Completed two additional *Advanced Communication Series* manuals
- Conducted a seminar from *The Success/Leadership Series*, *The Success/Communication Series*, or a Youth Leadership program
- Coached a new member with the first three speech projects

The applicant receives an ACG certificate and, if they wish, World Headquarters will send a letter about their accomplishment to their employer.

### **Earning Multiple Education Awards**

Each time any 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* manuals for each award. This means that each time a member earns an ACG award, he or she must complete six different *Advanced Communication Series* manuals – two for ACB, two for ACS, and two for ACG.

Each time any Toastmaster wishes to repeat an award on the communication track, he or she is permitted to repeat the manuals used for a previously earned communication award. For example: If a member completed *The Entertaining Speaker* (226A) and *Speaking to Inform* (226B) for their first ACB, the member may

repeat these manuals for credit towards a second ACB or any other communication award being repeated.

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

### **Leadership Track**

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

### **Leadership Track Awards**

#### **Competent Leader (CL) Award**

Members who complete the 10-project *Competent Leadership* manual are eligible for CL recognition. You will help the member complete the CL application in the manual and submit it online at [www.toastmasters.org/clubbusiness](http://www.toastmasters.org/clubbusiness) (or by mail or fax) to World Headquarters. The applicant receives a CL certificate and, if they wish, World Headquarters will send a letter about their accomplishment to their employer.

#### **Advanced Leader Bronze (ALB) Award**

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

- Achieved Competent Leader recognition by completing the *Competent Leadership* manual
- Achieved Competent Communicator recognition (or Competent Toastmaster award)
- Served at least six months as a club officer (president, vice president education, vice president membership, vice president public relations, secretary, treasurer, or sergeant at arms) and participated in the preparation of a Club Success Plan while serving in this office
- While serving in the above office, participated in district-sponsored club officer training
- Conducted any two presentations from *The Successful Club Series* and/or *The Leadership Excellence Series*

The applicant receives an ALB certificate and, if they wish, World Headquarters will send a letter about their accomplishment to their employer.

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### Advanced Leader Silver (ALS) Award

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

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

The applicant receives an ALS certificate and, if they wish, World Headquarters will send a letter about their accomplishment to their employer.

### High Performance Leadership

This 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 the member feedback on his or her leadership skills. The program may be completed within the member’s Toastmasters club, area, or district, and even within his or her company or community. The member receives a certificate of completion.

### Distinguished Toastmaster (DTM) Award

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

- Achieved ACG (or Advanced Toastmaster Gold) status
- Achieved ALS (or Advanced Leader) status

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

### Submitting Educational Award Applications

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 Web site, [www.toastmasters.org/clubbusiness](http://www.toastmasters.org/clubbusiness), or by mail or fax. Applications are in the back of each advanced manual and online at [www.toastmasters.org/commtrack](http://www.toastmasters.org/commtrack) and [www.toastmasters.org/leadtrack](http://www.toastmasters.org/leadtrack).

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

- All requirements must be fulfilled before the applicant is eligible for the award. No exceptions can be made to award requirements.
- An applicant must be a current member at the time the application is received by World Headquarters. Current members are those whose dues for the current dues period have been received at World Headquarters and whose names appear on the club membership roster submitted to World Headquarters. Please submit all award applications promptly to World Headquarters to ensure that all members receive the recognition they deserve.
- Distinguished Club Program credit for awards can be given only to one club of which the award recipient is a current member.
- Certificates are mailed within five to seven working days after the application is received.
- The vice president education must sign all award applications. If the VPE is unavailable or if the application is for the vice president education, another current club officer must sign it.
- If you plan to fax or submit online award applications, letters, orders, etc., to World Headquarters, 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 via fax, for fax machine malfunctions or failures, or for busy signals. Visit [www.toastmasters.org/policiesandprocedures](http://www.toastmasters.org/policiesandprocedures) for the complete fax machine and electronic transmission policy.

### Recognize Achievement

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

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

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

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

Sometimes a club has more members who want to present manual speeches than time available during regular club meetings. If this happens, the club may occasionally conduct a special meeting devoted solely to manual speeches. Sometimes these meetings are called "speakathons," "speech marathons," or "speak-outs." Such meetings are acceptable, provided the following criteria are met:

- Each speech is carefully prepared to allow the speaker to focus on the project objectives.
- All speeches receive both written and verbal evaluations from a Toastmasters member.
- Each Toastmaster is limited to one speech at any meeting for credit toward any CC or AC award.

Likewise, a member may present two speeches per manual to a non-Toastmasters audience so long as the above criteria are met.

### **Quality Speeches**

Toastmasters' learning environment is self-paced and self-directed, so members may set their own goals and standards when participating in the communication and leadership tracks. Your duty is to ensure that the club provides the environment in which members can develop the skills they need to meet their personal goals and standards. Following are tips to help you fulfill your duty:

- Every speech a member presents in the club should be a manual speech.
- Members should complete projects from *Competent Communication* in consecutive order because these projects build upon skills learned in previous projects.
- Every member should strive to meet manual project objectives.

### **Make Sure All Members Know How to Evaluate**

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

Evaluators and those who receive evaluations must remember that an evaluation is simply an opinion offered by a peer. Sometimes an individual's natural ability or personal goals and standards do not match those prescribed in the manuals and the decision to accept an evaluator's suggestion or opinion rests solely with the speaker. No one has the authority to withhold credit from a member for completing a manual project even if the member did not meet the prescribed standards in the manual.

Remind members to periodically review the manual *Effective Evaluation* (Item 202), which they received as part of their New Member Kit. If you believe that some members are having difficulty evaluating, conduct "The Art of Effective Evaluation" (Item 251) from *The Success/Communication Series*, or "Evaluate to Motivate" (Item 292) from *The Successful Club Series*.

### **Invocations**

An invocation is an optional part of Toastmasters International meetings, as well as of club meetings. Toastmasters International neither encourages nor discourages the use of an invocation, but recognizes that it is a public speaking opportunity and may be included to broaden member experience. If an invocation is presented, the speaker should be sensitive to the diversity of cultures and religions in the audience.

A pledge to the flag or other recognition of the host country is optional at Toastmasters International meetings as well as at club meetings. Each individual's participation is optional.

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### ***Accredited Speaker Program***

Toastmasters International has an annual program to recognize those members who have professional-level speaking skills. The Accredited Speaker Program is not for everyone. Less than 25 percent of those who apply for the program become Accredited Speakers.

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

### **“Speechcraft” and Other *Success/Communication Series* and *Success/Leadership Series* Modules**

Modules in *The Success/Communication Series* and *The Success/Leadership Series* are designed to be conducted as seminars with a club member serving as seminar leader or coordinator. These seminars can be used in the following ways:

- Inside your club, to enhance members’ skills
- In companies to increase employees’ skills and promote awareness of Toastmasters
- In the community, to enhance the general public’s skills and to promote awareness of Toastmasters

All presentations must be made by club members acting as representatives for their clubs. Seminar materials include an outline, instructions, visuals, and notebooks for participants. See [www.toastmasters.org/shop](http://www.toastmasters.org/shop) for details and prices.

### ***Program Fees***

Clubs may charge a reasonable fee for conducting any seminar from *The Success/Communication Series* or *The Success/Leadership Series* for nonmembers. The fee should cover program expenses only (materials, refreshments, room rental, etc.) and should not be viewed as a revenue-generating opportunity. Any remaining money must be placed in the club’s treasury. No individuals, educational institutions, or other organizations may derive financial gain either directly or indirectly from presenting these seminars. You are asked to report anyone doing so to the Executive Director at World Headquarters.

### ***Recording Achievements as Program Coordinator***

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

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

### ***The Education Committee***

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

# Orienting New Members

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

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

- **Induct new members into the club with a special ceremony.** It's important that new members feel welcome and that they're part of the group. Whenever someone joins your club, have a special ceremony during a club meeting. Some clubs also present the new member with a membership pin (Item 5751 or 5753). A script for a sample ceremony appears in the manual *When You Are the Vice President Membership* (available online at [www.toastmasters.org/whenvpm](http://www.toastmasters.org/whenvpm)).
- **Conduct an orientation interview with each new member within two meetings after they join.** Working with the vice president membership, explain what Toastmasters is, the benefits of membership, and what happens during a typical club meeting. Discuss member responsibilities and the various roles members may play during meetings (Toastmaster, Topicsmaster, etc.). This should be a two-way interview, so it's important that you ask the new member what he or she would like to learn from the program and discuss these needs. Help the member complete a *New Member Profile Sheet* (Item 405). Keep it on file and use the information when planning club programs.
- **Immediately involve each new member in club activities.** Schedule the Ice Breaker speech for the next meeting if possible. Ask the new member to serve on a committee, and schedule him or her to be timer or Ah-Counter for a meeting. Participation in club activities will help to increase a member's commitment to the club.

## Aids for Orientation

Toastmasters' *New Member Orientation Kit for Clubs* (Item 1162) is invaluable for orienting and inducting new members. The kit contains:

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

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

- *A Toastmaster Wears Many Hats* (Item 1167D), containing information and tips for serving as speaker, evaluator, Toastmaster, Topicsmaster, general evaluator, timer, grammarian, and Ah-Counter
- *When You're the Introducer*, a guide for preparing and delivering an introduction
- A proposal for membership card
- A card explaining educational recognition

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



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## Assign a Mentor for Each New Member

A mentor is a friendly, experienced Toastmaster who helps the new member acclimate to the club. Assign a mentor to each new member at the first club meeting after the member joins. The mentor's duties are:

### *At the first meeting:*

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

### *By the second meeting:*

1. **Make the new member aware of resources.** If the club has a library, the mentor must show it to the new member. The mentor also should point out the material in the *Toastmaster* magazine and TIPS and discuss district conferences. Mentors also explain the roles of club officers and the information they can provide.
2. **Provide positive feedback.** The first few weeks of membership are critical. New members must feel they are already benefiting from the Toastmasters experience. Compliment them on their progress.
3. **Explain responsibilities.** Membership requires more than just giving speeches and receiving evaluations. It also means a commitment to helping the club and its members be successful. Review "A Toastmaster's Promise" (at the front of this manual) with the new member.
4. **Help with speeches and other assignments.** Mentors must use evaluation feedback to help the member

improve the next speech in addition to the mentor's personal feedback. When the new member is assigned other meeting roles, the mentor explains the roles and offers tips for fulfilling them.

### *Eventually, mentors should:*

1. **Tell how he or she has benefited** from the Toastmasters program. The mentor is proof that the new member can achieve his or her own goals.
2. **Invite the new member to other events.** Toastmasters' speech contests, conferences, and other clubs' meetings all offer new members the opportunity to extend their learning and participation.
3. **Acknowledge progress.** Mentors ask for time during a club meeting to mention the new member's progress in the program. Such recognition shows that the club cares about the new member's progress and motivates the new member to continue.
4. **Explain officers' duties.** Mentors describe how the new member can develop leadership skills by serving as a club officer. He or she also helps the new member select a club office in which to serve and discuss when to serve, keeping in mind that the goals should be reasonable.
5. **Explain speech contests.** The mentor will discuss the purpose of speech contests, the types of contests conducted by the club, and how some contests progress to area, division, district, and sometimes International levels. He or she helps the new member assess readiness to participate in contests.
6. **Describe the Toastmasters organization.** A mentor acquaints new members with Toastmasters International's structure, including the area, division, district, and International levels, and the purpose of each. He or she helps the new member understand how the organization works, the new member's role in the organization, and the leadership opportunities available beyond the club. Mentors should take the initiative to contact the new member and always be positive, friendly, and helpful.

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

# Other Toastmasters Activities

There is more to Toastmasters than just attending club meetings. When members become involved in activities in the club and at other levels of the organization, they gain even more knowledge and enjoyment. Read your district's newsletter and announce upcoming events at each club meeting. Encourage members to participate in the following essential activities:

- Help with the club newsletter or Web site
- Serve on a committee
- Participate in speaker-evaluator exchanges with another club (two people attend another club's meeting and one participates as a speaker and the other serves as evaluator for a speaker from the host club)
- Participate in the club's speakers bureau, if it has one
- Attend area, division, and district speech contests and conferences

## Administer Speech Contests

The International Speech Contest is conducted annually. The contest should be conducted at the club level in January or February. Clubs that do not belong to a district or that belong to provisional districts are not eligible to enter the contest; these clubs may enter the International Taped Speech Contest. Rules for the Taped Speech Contest are in the *Speech Contest Rulebook* (Item 1171).

Your district establishes a contest schedule for the area, division, and district contests. Visit your district's Web site (find links to district Web sites at [www.toastmasters.org/districtwebsites](http://www.toastmasters.org/districtwebsites)) or contact district officers for the contest schedule so your club contest is completed before the area contest takes place.

You are responsible for the contest; however, you may appoint a contest chairman if you wish. In either case, it's important that you and the contest chairman are familiar with the contest rules and procedures.

Read the *Speech Contest Manual* (Item 1173) and the International section of the *Speech Contest Rulebook* (Item 1171) thoroughly, and follow the rules carefully. The rules are available for free download at [www.toastmasters.org/rulebook](http://www.toastmasters.org/rulebook).

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

- Be an active Toastmaster in good standing of a club in good standing
- Have completed at least six projects in the *Competent Communication* manual
- Have dues current with Toastmasters International if he or she is a new, dual, or reinstated member

Those who are found ineligible at later levels of the contest will be disqualified. If you have any questions about eligibility and rules for the International Speech Contest or rules for Evaluation, Humorous, Table Topics™, or Tall Tales contests, send an e-mail to [speechcontests@toastmasters.org](mailto:speechcontests@toastmasters.org) or call World Headquarters.

## Training Judges

Judging a speech contest is different from evaluating a speech. Contest judges must know the difference and know how to judge properly. Districts often present speech contest judging seminars. Contact your district lieutenant governor education and training for information about these seminars and encourage all club members to attend. Or you may conduct such a seminar yourself in your club, using Toastmasters International's

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*Speech Contest Judges Training* (Item 1190). This two-hour seminar specifically covers the International Speech Contest, but may be adapted for others.

## Speakers Bureau

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A speakers bureau offers members experience in speaking before new and different audiences. It also provides a community service and publicity for your club. You are responsible for your club's speakers bureau. You may appoint someone to serve as bureau chairman, or you may chair it yourself. To establish a speakers bureau, you must:

- Decide how many people will participate in the program and select a chairman.
- Establish standards for participation. For example, one standard might be: "A speaker should have completed at least six speech projects from the *Competent Communication* manual."

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

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

# Your Leadership Opportunity

Serving as vice president education (VPE) is your opportunity to enhance your leadership skills. Following are some tips to help you lead successfully.

## Successful Leaders:

**Set realistic and attainable goals.** As a member of your club's executive committee, you use the *Distinguished Club Program/Club Success Plan* (Item 1111) to help establish goals for the term.

**Plan how to accomplish goals.** Work with the executive committee using the DCP to set goals, design a plan of action, develop strategies, establish timetables, and monitor the club's progress toward those goals.

**Delegate.** Delegation is the process of transferring responsibility from one person to another and empowering that individual to accomplish a specific goal. The five steps of delegation are:

1. Prioritize what needs to be done. Look at your overall workload then identify things that can be delegated.
2. Match the requirements of each responsibility with who is available and what they can handle.
3. Assign responsibility. Clearly explain what the individual would be responsible for and what your expectations are so he or she can decide whether to accept or decline the responsibility.
4. Empower the individual to make the decisions necessary to achieve results and ensure he or she has the tools and resources required to complete the work.
5. Establish milestones, timelines, and ways to report progress to lay the groundwork for a successful project and establish a solid foundation for accountability.

As you begin to delegate more and more, always make yourself available to support your team along the way. And remember, the idea is to delegate – not abdicate.

**Monitor progress.** Use the Distinguished Club Program (DCP) progress reports online, the Club Success Plan, and the communication and leadership achievement wall charts to track the club's and members' progress toward goals. Use the information to make alterations to goals if necessary.

**Coach team members when necessary.** Coaching is essential and it helps team members recognize and manage their strengths and weaknesses. The four steps to coaching are:

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

For example, your vice president membership (VPM) did not complete Applications for Membership (Form 400) for new members who joined the club in the last two months so the members have not received their New Member Kit nor their copies of the *Toastmaster* magazine. You should:

- 
- Speak with the VPM privately.
    - Start the conversation by acknowledging that there is an issue and obtain an agreement that prompt submission of membership applications and dues to World Headquarters is important and both you and the VPM want a resolution.
    - Share your side of the story and ask for theirs. For example, point out that members' educational awards may be delayed and members may be ineligible to compete in speech contests if membership applications are not submitted quickly. Listen to the VPM, and then ask questions to make sure you understand the VPM's perspective. Is there a reason the VPM isn't able to submit the membership applications, such as family or work issues?
    - Make sure the VPM understands the responsibilities of the office.
    - Work with the VPM to develop a plan for completing membership applications as soon as the visitor expresses interest in joining the club. Discuss the tools and resources the VPM needs to improve the situation.

- Follow up with the VPM to ensure that standards are being met. Offer additional help if necessary.

**Recognize achievement.** Reward team members who perform well. The reward isn't necessarily tangible – a “thank you” or a smile will often suffice, as will an announcement during a club meeting.

For example, a club member recently recruited two new members. Announce the member's accomplishment during a club meeting. Make her feel special. The recognition will also motivate other members to achieve.

For ideas on achievement recognition, go to [www.toastmasters.org/awards](http://www.toastmasters.org/awards).

## **Leadership Opportunities Beyond the Club**

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Toastmasters International has several leadership development opportunities outside of the club environment. Visit [www.toastmasters.org/districtofficer](http://www.toastmasters.org/districtofficer) for more information.

# Appendix

**TOASTMASTERS**  
INTERNATIONAL

# Vice President Education's Calendar/Checklist

The following calendar/checklist shows by month the activities and events you should be addressing. Use the blank lines to add items that are specific to your club.

## June

*Before taking office in July:*

- Meet with the outgoing executive committee and obtain files from the outgoing VPE.
- Attend district-sponsored club officer training.
- Meet with the executive committee to complete a Club Success Plan.
- Work with the executive committee to develop a club budget.
- Ask one to three members to serve on the education committee.
- Review the Product Guide and order educational materials.
- Obtain *When You Are the Vice President Education* (this manual) from the incoming president and read it.
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- \_\_\_\_\_

## July

- Attend district-sponsored club officer training if you didn't attend in June.
- Meet with the education committee to plan quality club meetings.
- Attend the executive committee meeting and report on activities/accomplishments/plans.
- Meet with each member to discuss his or her educational goals and determine which award(s) he/she will achieve in the coming year.
- Track members' progress on Member Progress Charts (Items 307, 308, & 309 or Item 306 for the whole set) and encourage members to use the Member Achievement Record (Item 1328).
- Orient new members.
- Assign a mentor to each new member.
- Help members complete and submit applications for educational awards.
- Promote the educational program and recognize members' accomplishments during club meetings and in the club newsletter/Web site.

- Attend and vote at area council meetings.
- Plan speech contests.
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## August

- Cast club's votes at the Annual Business Meeting.
- Attend district-sponsored club officer training if you didn't attend in June or July.
- Attend the executive committee meeting and report on activities/accomplishments/plans.
- Meet with the education committee to plan quality club meetings.
- Plan how to help each member achieve his or her goals and awards.
- Track members' progress on Member Progress Charts and encourage members to use the Member Achievement Record.
- Orient new members.
- Assign a mentor to each new member.
- Help members complete and submit applications for educational awards.
- Promote the educational program and recognize members' accomplishments during club meetings and in the club newsletter/Web site.
- Plan speech contests.
- \_\_\_\_\_
- \_\_\_\_\_

## September

- Meet with the education committee to plan quality club meetings.
- Attend the executive committee meeting and report on activities/accomplishments/plans.
- Track members' progress on Member Progress Charts and encourage members to use the Member Achievement Record.
- Orient new members.
- Assign a mentor to each new member.

- Help members complete and submit applications for educational awards.
- Promote the educational program and recognize members' accomplishments during club meetings and in the club newsletter/Web site.
- Attend and vote at area council meetings.
- Plan speech contests.
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**October**

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

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

- Plan speech contests.
- If your club elects semiannually, prepare to give files to the incoming VPE.
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- \_\_\_\_\_

**December**

- Attend district-sponsored club officer training.
- Meet with the education committee to plan quality club meetings.
- Attend the executive committee meeting and report on activities/accomplishments/plans.
- Track members' progress on Member Progress Charts and encourage members to use the Member Achievement Record.
- Orient new members.
- Assign a mentor to each new member.
- Help members complete and submit applications for educational awards.
- Promote the educational program and recognize members' accomplishments during club meetings and in the club newsletter/Web site.
- Attend and vote at area council meetings.
- If your club elects semiannually, transfer education files and this manual to the incoming VPE.
- \_\_\_\_\_
- \_\_\_\_\_

*If the club elects semiannually, the incoming vice president education must:*

- Attend district-sponsored club officer training.
- Meet with the outgoing executive committee and obtain files from the outgoing VPE.
- With the executive committee, develop, finalize, and approve a budget.
- Complete the Club Success Plan with the executive committee.
- Ask one to three people to serve on the education committee.
- Review the Product Guide or visit the online store and order materials.
- Obtain *When You Are the Vice President Education* (this manual) and read it. (Download a PDF of the manual at [www.toastmasters.org/whenvpe](http://www.toastmasters.org/whenvpe)).
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### January

- Attend district-sponsored club officer training if you didn't attend in December.
- Meet with the education committee to plan activities.
- Attend the executive committee meeting and report on activities/accomplishments/plans.
- Meet with each member to review his or her progress toward goals and awards.
- Track members' progress on Member Progress Charts and encourage members to use the Member Achievement Record.
- Orient new members.
- Assign a mentor to each new member.
- Help members complete and submit applications for educational awards.
- Promote the educational program and recognize members' accomplishments during club meetings and in the club newsletter/Web site.
- Attend and vote at area council meetings.
- Review the Product Guide or online store and order materials.
- Plan speech contests.
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- \_\_\_\_\_

### February

- Attend district-sponsored club officer training if you didn't attend in December or January.
- Meet with the education committee to plan quality club meetings.
- Attend the executive committee meeting and report on activities/accomplishments/plans.
- Track members' progress on Member Progress Charts and encourage members to use the Member Achievement Record.
- Orient new members.
- Assign a mentor to each new member.
- Help members complete and submit applications for educational awards.
- Promote the educational program and recognize members' accomplishments during club meetings and in the club newsletter/Web site.
- Attend and vote at area council meetings.
- Plan speech contests.
- \_\_\_\_\_
- \_\_\_\_\_

### March

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

### April

- Meet with the education committee to plan quality club meetings.
- Attend the executive committee meeting and report on activities/accomplishments/plans.
- Meet with each member to review their progress toward goals and awards.
- Track members' progress on Member Progress Charts and encourage members to use the Member Achievement Record.
- Orient new members.
- Assign a mentor to each new member.
- Help members eligible for educational awards to complete and submit applications.
- Promote the educational program and recognize members' accomplishments during club meetings and in the club newsletter/Web site.
- Attend and vote at area and district council meetings.
- Plan speech contests.
- \_\_\_\_\_
- \_\_\_\_\_

### May

- Meet with the education committee to plan quality club meetings.
- Attend the executive committee meeting and report on activities/accomplishments/plans.

- 
- Meet with each member to review their progress toward goals and awards.
  - Track members' progress on Member Progress Charts and encourage members to use the Member Achievement Record.
  - Orient new members.
  - Assign a mentor to each new member.
  - Help members eligible for educational awards to complete and submit applications.
  - Promote the educational program and recognize members' accomplishments during club meetings and in the club newsletter/Web site.
  - Attend and vote at area and district council meetings.
  - Prepare to give educational files to the newly elected VPE.
  - Plan speech contests.
  - \_\_\_\_\_
  - \_\_\_\_\_

**June**

- Attend the executive committee meeting and report on activities/accomplishments/plans.
- Track members' progress on Member Progress Charts and encourage members to use the Member Achievement Record.
- Orient new members.
- Assign a mentor to each new member.
- Ensure all educational award applications are received by WHQ by June 30.
- Promote the educational program and recognize members' accomplishments during club meetings and in the club newsletter/Web site.
- Attend and vote at area and district council meetings.
- Meet with the incoming executive committee and give education files to the newly elected VPE. Help prepare the new VPE for office.
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- \_\_\_\_\_

## Web Resources

AC Application (PDF)	<a href="http://www.toastmasters.org/acapp">www.toastmasters.org/acapp</a>
Accredited Speaker Rules and Application (PDF)	<a href="http://www.toastmasters.org/asapp">www.toastmasters.org/asapp</a>
Adding New Members	<a href="http://www.toastmasters.org/addnewmembers">www.toastmasters.org/addnewmembers</a>
AL/DTM Application (PDF)	<a href="http://www.toastmasters.org/1228aldtm">www.toastmasters.org/1228aldtm</a>
Agendas for Meetings	<a href="http://www.toastmasters.org/agendas">www.toastmasters.org/agendas</a>
Apply for Awards Online	<a href="http://www.toastmasters.org/clubbusiness">www.toastmasters.org/clubbusiness</a>
CC Application (PDF)	<a href="http://www.toastmasters.org/1225cc">www.toastmasters.org/1225cc</a>
CL Application (PDF)	<a href="http://www.toastmasters.org/CL_app">www.toastmasters.org/CL_app</a>
Club Management Software	<a href="http://www.toastmasters.org/clubmgmt">www.toastmasters.org/clubmgmt</a>
Communication Track	<a href="http://www.toastmasters.org/commtrack">www.toastmasters.org/commtrack</a>
Conduct Club Business	<a href="http://www.toastmasters.org/clubbusiness">www.toastmasters.org/clubbusiness</a>
DCP Rules and Requirements (PDF)	<a href="http://www.toastmasters.org/dcpmanual">www.toastmasters.org/dcpmanual</a>
Educational Program	<a href="http://www.toastmasters.org/educprogram">www.toastmasters.org/educprogram</a>
Leadership Track	<a href="http://www.toastmasters.org/leadtrack">www.toastmasters.org/leadtrack</a>
Meeting Roles Descriptions	<a href="http://www.toastmasters.org/meetingroles">www.toastmasters.org/meetingroles</a>
New Member Mentor	<a href="http://www.toastmasters.org/mentoramember">www.toastmasters.org/mentoramember</a>
Order Form (PDF)	<a href="http://www.toastmasters.org/orderform">www.toastmasters.org/orderform</a>
Order Products Online	<a href="http://www.toastmasters.org/shop">www.toastmasters.org/shop</a>
Organization Chart (PDF)	<a href="http://www.toastmasters.org/orgchart">www.toastmasters.org/orgchart</a>
Planning Club Meetings	<a href="http://www.toastmasters.org/meetingplans">www.toastmasters.org/meetingplans</a>
Policies and Procedures	<a href="http://www.toastmasters.org/policiesandprocedures">www.toastmasters.org/policiesandprocedures</a>
Speech Contest Rules (PDF)	<a href="http://www.toastmasters.org/rulebook">www.toastmasters.org/rulebook</a>
Speechcraft Description	<a href="http://www.toastmasters.org/speechcraft">www.toastmasters.org/speechcraft</a>
<i>Success/Communication and Success/Leadership</i>	<a href="http://www.toastmasters.org/successprograms">www.toastmasters.org/successprograms</a>
WHQ E-mails for Member Questions	<a href="http://www.toastmasters.org/departments">www.toastmasters.org/departments</a>

# Tools for Success

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

1205	<i>Product Guide</i>	5510	ACB Pin
1167D	<i>A Toastmaster Wears Many Hats</i> Tips on when you're the speaker, evaluator, Toastmaster, etc	5800	DTM Pin 18K gold-plated
199	<i>Your Speaking Voice</i> How to guide for improving your voice	5799	DTM Pin with jewel 18K gold-plated
202	<i>Effective Evaluation</i> Explanation of Toastmasters evaluation program with tips for speakers and evaluators	389K	DTM Badge (pocket) Gold plastic with name and club number engraved in black
201	<i>Gestures: Your Body Speaks</i> Guide to using gestures when speaking	389P	DTM Badge (pin-back) Gold plastic with name and club number engraved in black
1315	<i>Think Fast!</i> Table Topics Manual with 6 easy-to-remember outlines to follow for Table Topics talk	5751	Miniature Membership Pin 18K gold-plated
1316	<i>Stand Up and Speak! – Table Topics Game</i> 155 cards with a Table Topic plus blanks to make up your own	5752	Miniature Membership Pin 18K gold-plated
1415	<i>Word of the Day</i> 50 large cards of words for display at meetings with pronunciations, definition and use in a sentence	5753	Large Membership Pin Lapel-size, 18K gold-plated
1312	<i>Master Your Meetings</i> Everything you need to know to have dynamic, exciting, effective club meetings	5754	Large Membership Pin Lapel-size, 18K gold-plated
901	<i>Timing Cards</i> Handy 8"x6" timer with 3-colored cardboard pages for use in conjunction with a stop watch	405	New Member Profile Sheet (set of 10)
306	<i>Wall Chart Set</i> Contains one each of Charts 307, 308, and 309	1162	New Member Orientation Kit
1328	<i>Member Achievement Record</i> For tracking members' progress in Toastmasters educational programs	1163	Club Mentor Program For pairing mentors with new members or more experienced members. Materials for 20
1208	Accredited Speaker Program Rules and Application	1167	<i>Toastmasters and You</i> For new members before receiving New Member Kit from WHQ
381K	Member Achievement Badge (pocket)	1167A	<i>Toastmasters and You</i> Package of five of above kit
381M	Member Achievement Badge (magnet back)	211	<i>Expanding Your Horizons</i> <i>Success/Communication</i> and <i>Success/Leadership</i> informational brochure
381P	Member Achievement Badge (pin back)	1171	<i>Speech Contest Rulebook</i>
5500	CC Pin 18K gold-plated	1173	<i>Speech Contest Manual</i>
		1172	International Speech Contest Judge's Guide and Ballot (Set of 10)
		1179	Evaluation Contest Judge's Guide and Ballot (Set of 10)

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- 1191 Humorous Speech Contest Judge’s Guide and Ballot (Set of 10)
  - 1180 Table Topics Judge’s Guide and Ballot (Set of 10)
  - 1181 Tall Tales Judge’s Guide and Ballot (Set of 10)
  - 1188 Tiebreaking Judge’s Guide and Ballot
  - 127 Speakers Bureau Brochure  
Information on establishing and operating a speakers bureau
  - 1111 *Distinguished Club Program/Club Success Plan*
  - 1111C DCP Goals Wall Chart
  - 262 *High Performance Leadership*

### **The Leadership Excellence Series**

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- 310 *The Leadership Excellence Series Set.*  
A complete set of *The Leadership Excellence Series* modules, including visuals
- 311 *The Visionary Leader*  
Discusses how leaders create and communicate a vision for their organization to help it be successful
- 312 *Developing a Mission*  
Addresses how successful leaders create and communicate a mission for their organization
- 313 *Values and Leadership*  
Examines values and how to employ them as you lead a team toward achieving a goal
- 314 *Goal Setting and Planning*  
Reviews the processes leaders use to set goals and develop plans to achieve these goals
- 315 *Delegate to Empower*  
Discusses how to effectively delegate tasks and responsibilities
- 316 *Building a Team*  
Reviews how to create and lead a team
- 317 *Giving Effective Feedback*  
Provides suggestions for offering feedback to others on their performance
- 318 *The Leader as a Coach*  
Discusses how to work with a team to help them improve
- 319 *Motivating People*  
Examines how to be sensitive to your team members needs and create an environment that will motivate them

- 320 *Service and Leadership*  
Discusses how leaders serve others by offering their knowledge and skills to help others achieve a goal
- 321 *Resolving Conflict*  
Reviews how conflict occurs and what a leader can do to resolve it

### **The Better Speaker Series**

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

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## The Successful Club Series

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

Order online at [www.toastmasters.org/shop](http://www.toastmasters.org/shop)

## SAMPLE MEETING ASSIGNMENT SCHEDULE

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

For each meeting...

Toastmaster

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

General Evaluator

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

# Sample Agendas

## *Sample Agenda for a One-Hour Club Meeting*

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

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

## *Sample Agenda for a One-Hour Meeting that includes a Success/Communication or Success/Leadership Presentation*

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



**Sample Agenda for a Ninety-Minute Club Meeting**

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

**Sample Agenda for a Two-Hour Meeting that includes a Success/Leadership Presentation**

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

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

# Programming Suggestions

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

- **Show and tell.** Members speak about their hobbies or interests. They can display samples of their work, pictures, etc. or even give demonstrations.
- **Roast** the outgoing club president or a member who is leaving the club.
- **Mock trial.** Appoint members to serve as judge, lawyers, defense, and plaintiff, and pose legal problems for them to try.
- **Officer roles.** Have newly elected club officers explain the duties of their respective offices and their goals for their term of office.
- **Pick a card.** No program assignments are made in advance. Instead, members draw for roles as they arrive at the meeting.
- **Movie reviews.** Members must see a current movie and review it.
- **Parenting.** The program offers tips on child-rearing, from babies to teenagers. Include guest speakers.
- **Master Your Meetings** (Item 1312) contains many proven ideas for club programming.

## Table Topics™ Suggestions

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

- **Improvisational skits.** These call for participation by two Toastmasters at a time. One member plays the role of a particular person, for example a rude sales clerk. The other member is given a slip of paper which tells him or her what he or she is supposed to do – for example, be a customer who is undaunted by the rudeness of the salesclerk and who eventually befriends the salesclerk.
- **Telephone conversations.** This also involves two members. One member is assigned a specific role, perhaps that of a racketeer asking for the delinquent payment of a loan secured to pay gambling debts. The other member plays the respondent, in the example, a remorseful gambler.
- **Gripe sessions.** Everyone has some small annoyance that exasperates them such as drivers who don't use turn signals or when flatware is placed in the incorrect sections of a utensil separator. Ask members to air their complaints.
- **News or sports shows.** Have members act as newscasters, sportscasters, or even call a horse race.
- **Talk shows.** Two members seat themselves at the front of the room. One acts as the host, the other as the guest. The host is then told the guest's name (real or fictional) and occupation. The host attempts to conduct an interesting interview.

If you need more Table Topics™ ideas, purchase the Think Fast! Table Topics™ manual (Item 1315), *Stand Up and Speak!* (Item 1316), or "Chat Pack" (Item 1319). Check the Product Guide for more options or go to [www.toastmasters.org/shop](http://www.toastmasters.org/shop).

## The Better Speaker Series

- Each module in this series offers tips and techniques for improving a specific speaking skill. Most modules are five to 10 minutes long. Each module can be presented during a club meeting by the VPE or another member and includes an outline and Power-Point presentation. See the online store for details and prices. **Note:** These programs may not be used for manual speech projects.

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### *The Successful Club Series*

- Every club member is responsible for the success of the club. This set of presentations addresses what all members can do to have quality club meetings. It also offers tips on attracting and maintaining a healthy membership level. Each module can be presented during a club meeting by the VPE or other member. Most modules are 10-15 minutes in length and include an outline and PowerPoint presentation.

**Note:** These programs may not be used for manual speech projects. See the online store for details and prices. The modules *Evaluate to Motivate*, *Moments of Truth*, *Mentoring*, and *Finding New Members for Your Club* should be conducted annually.

### *The Leadership Excellence Series*

- Each module in this series offers tips and techniques for developing leadership skills. Each module can be presented during a club meeting by the VPE or another member and includes an outline and PowerPoint presentation. See the online store for details and prices. **Note:** These presentations may not be used for manual speech projects.

# Standards for Other Officers

It is important that you understand the standards of your fellow club officers. Following are brief descriptions of each.

**President.** The president serves as the club's chief executive officer, responsible for general supervision and operation of the club.

*Standards at the club meeting are:*

- Ensure the meeting starts and ends on time
- Make sure guests are warmly and enthusiastically welcomed and introduced
- Allow time before and after the meeting to speak with guests
- Read and/or display the club mission at every meeting
- Discuss the DCP and the club's progress and achievements in it
- Recognize member achievements in Toastmasters and in their personal lives
- Report on the Moments of Truth the club is achieving

*Standards outside of the club meeting are:*

- Attend district-sponsored club officer training
- Ensure club officers meet standards
- Analyze and evaluate the club's strong and weak areas with the executive committee
- Oversee a plan to achieve Distinguished Club Program (DCP) goals and ensure the club is a Distinguished Club
- Encourage communication and leadership development through promoting of CC, AC, CL, and AL awards
- Ensure the club has an ongoing membership-building campaign
- Attend and vote the club's proxy at district council meetings or authorize a club member to do so
- Attend the Annual Business Meeting at the International Convention and vote the club's proxy or send an authorized delegate or alternate
- Oversee administrative operation of the club in compliance with the Club Constitution and Bylaws
- Maintain relationships with the district and Toastmasters World Headquarters (WHQ)
- Schedule and chair monthly executive committee meetings

- Arrange for a replacement if he or she is unable to attend a club or executive committee meeting
- Search for leaders, ensure all club offices are filled for the succeeding term, and conduct timely elections
- Prepare his/her successor for office

**Immediate Past President.** The immediate past president:

- Provides guidance and serves as a resource to club officers and members
- Chairs the nominating committee
- Assists in the preparation of the Club Success Plan
- Promotes the club's efforts to become a Distinguished Club

**Vice President Membership.** The vice president membership (VPM) is the third-ranking club officer.

*Standards at a club meeting are:*

- Greet guests warmly and enthusiastically and have each complete a guest card
- Report on current membership, promote membership campaigns, and welcome new members
- Work with the president and VPE to ensure each new member is formally inducted at the first meeting after being voted in by the club
- Help guests wishing to join complete the Application for Membership
- Speak with fellow members to determine if their needs are being met

*Standards outside of the club meeting are:*

- Attend district-sponsored club officer training
- Conduct an ongoing membership-building campaign
- Promote club and Toastmasters International membership-building programs and conduct a minimum of two formal club membership campaigns annually
- Follow up on and keep track of guests, new members joining, and members not attending meetings
- For all prospective members, explain the educational program, get their commitment to join, collect

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membership applications, bring applications to the club for voting and, if the members are accepted, collect dues and fees and give them to the treasurer with the applications

- Assist the VPPR with maintaining the club's Web site and newsletter
- Ensure club's meeting time and location are listed correctly on the club's Web site, promotional material, and with World Headquarters
- Attend club executive committee meetings
- Attend and vote at area council meetings
- Arrange for a replacement if he or she is unable to attend a club meeting
- Prepare successor for office

**Vice President Public Relations.** The vice president public relations (VPPR) is the fourth-ranking club officer.

*Standards at the club meeting are:*

- Announce upcoming events and programs
- Gather information for the newsletter or Web site from club members
- Greet guests and members warmly and enthusiastically

*Standards outside of the club meeting are:*

- Attend district-sponsored club officer training
- Protect and publicize the Toastmasters brand
- Promote the club to local media
- Maintain a club Web site
- Join a Toastmasters-moderated social networking Web site
- Produce and distribute a club newsletter, preferably via e-mail
- Promote membership campaigns
- Attend club executive committee meetings
- Attend other Toastmasters events
- Arrange for a replacement if he or she is unable to attend a club meeting
- Prepare his/her successor for office

**Secretary.** The secretary is the fifth-ranking club officer.

*Standards at a club meeting are:*

- Record and read meeting minutes
- Greet guests and members warmly and enthusiastically

*Standards outside of the club meeting are:*

- Attend district-sponsored club officer training
- Maintain an accurate membership roster and give it to the treasurer to submit with dues
- Submit the club officer list online or mail it to World Headquarters
- Handle general club correspondence
- Keep club files, including the club charter, Constitution and Bylaws, minutes, resolutions, and correspondence
- Attend club executive committee meetings
- Arrange for a replacement if he or she is unable to attend a club meeting
- Prepare successor for office

**Treasurer.** The treasurer is the sixth-ranking club officer.

*Standards at the club meeting are:*

- Receive completed new member applications and dues
- Announce when dues are due and explain the dues structure
- Greet guests and members warmly and enthusiastically

*Standards outside of the club meeting are:*

- Attend district-sponsored club officer training
- Prepare a budget to be approved by the executive committee and membership
- Provide the bank with a new signature card
- Prepare and send dues statements
- Collect and send dues to World Headquarters
- Work with the VPM to contact members who have not paid dues
- Submit new member applications and dues to World Headquarters online within 48 hours
- Pay bills as due
- Keep records of all financial transactions
- Present quarterly verbal and written financial reports
- Submit club accounts for audit
- Attend club executive committee meetings
- Arrange for a replacement if he or she is unable to attend a meeting
- Prepare successor for office

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**Sergeant at Arms.** The sergeant at arms is the seventh-ranking club officer.

*Standards at a club meeting are:*

- Arrange the room 10 minutes before the meeting begins
- Ensure the lectern is in place, evaluation forms and ballots are distributed, and the club banner, awards, Product Guide, progress charts, and educational materials are displayed
- Arrange place cards and make name badges available
- Greet guests and members warmly and enthusiastically and arrange for guests to sit with members
- Greet the area governor and other visiting officers and escort them to the club president

- Arrange for food service at meal meetings
- Ensure the meeting starts on time
- Collect ballots and tally votes for awards

*Standards outside of the club are:*

- Attend district-sponsored club officer training
- Schedule meeting locations
- Maintain club equipment and keep an adequate number of supplies
- Attend club executive committee meetings
- Arrange for a replacement and for assistance if necessary
- Prepare successor for office

# Leadership Evaluation Guide

All Toastmasters know that feedback is essential to learning. This is true for leadership roles as well as for presenting speeches. Before you leave office, make copies of this evaluation guide, distribute it to club members and ask them to evaluate your performance as VPE. You can use the information to improve your performance in your next leadership role and to help you prepare your successor for office.

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

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

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



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**TOASTMASTERS**  
INTERNATIONAL

Item 1310B